During the fiscal year 1949-50 the recruitment program of of the Civil Service Commission continued at the high postwar level. There were 272 eligible lists adopted during the year as a result of the administration of 218 entrance examinations and 54 promotive examinations. There were a total of 21,282 applications filed in these examinations and 7,528 of the applicants achieved places on eligible lists.

At the end of the fiscal year it appeared that the recruitment problems resulting from World War II had been fairly well met and that henceforth the Commission would be in a position to conduct its examination program on a current basis. As of July 1, 1950 civil service eligible lists were available for all permanent positions in all but 8 municipal classifications, namely, Registered Nurses, Social Service Workers, Librarians, Playground Directors, Physiotherapists, Clinical Laboratory Technicians, Assistant Clinical Laboratory Technicians, and Tabulating Machine Operators. However the present international situation necessitating all-out defense preparations has already indicated a marked change in the field of recruiting. Properly qualified personnel already are in short supply in several additional classifications.

Anticipating more intense and difficult recruitment problems, the Commission has requested and the Board of Supervisors has approved the submission of a charter amendment which, if approved by the electorate will permit the administration of limited tenure examinations during the critical periods when a national emergency exists, or when compulsory military service or training is in effect.

During 1949-50 the Commission undertook the seventh general survey of wage rates within the last eight years for classifications of municipal employments covered by section 151 of the charter. The

report of the salary and wage survey which was submitted by the Commission to the Board of Supervisors, in the main, included only wage data collected from other public jurisdictions in this State. The exclusion of wage data from private employment was due to the withdrawal of such data by 108 of the 180 private firms which had originally cooperated in the survey. The data was withdrawn because of a court order requiring the Commission to disclose the private employers' wage policies and wage rates which had previously been collected under a pledge of confidence as to the source of the specific wage data. The litigation was initiated by some 500 city employees (Davenport, et al. vs. City and County of San Francisco, et al.). The Commission's survey report to the Board of Supervisors contained recommendations for increases for approximately 5100 employees at a total annual cost of $853,000. The recommendations of the Civil Service Commission were rejected and instead the Board of Supervisors approved a salary standardization ordinance which incorporated salary increases providing an 8% increase for employees whose maximum salary ranges were under $500 per month and a 6% increase for those employees whose maximum salary ranges were between $500 and $833 per month. The salary standardization ordinance provided increases for approximately 7,100 employees at a total annual cost of approximately $2,151,000. The salary standardization ordinance adopted by the Board of Supervisors was made the subject of a referendum and it was defeated by the vote of the people at the election held on June 6, 1950. Thus, of necessity the wage schedules effective through the fiscal year 1949-50 have continued in effect for the fiscal year 1950-51.

In accordance with the provisions of section 151.3 of the charter, the Commission certified to the Board of Supervisors new wage rates for employees in various crafts, rates of pay for which are fixed in accordance with collective bargaining agreements in private employment. These increases applied to 1,044 craftsmen and amounted

to $215,957. In addition, it is estimated that wage increases for some 2500 platform employees of the Municipal Railway, compensations for which under section 151.3 of the charter are fixed at the average of the two highest wage rates in California for such service, will amount to $115,220.

Pursuant to the interpretation by the courts of section 151.3 of the charter the city and county put into effect as of July 1, 1950 for the various craftsmen employed by the city, all of the wage and work schedule provisions of the respective collective bargaining agreements in private employment. Failure to submit a charter amendment at the June 1950 election, which would have permitted the Board of Supervisors to establish uniform work schedules, holiday and premium pay conditions for all craftsmen employed by the city, has resulted in confusion and in extra cost of wage administration for such crafts as well as reducing the earnings of many groups of such employees. New problems are continually arising because of this lack of uniformity and consequent apparent inequities. It is to be hoped that some solution of this situation can be found.

CIVIL SERVICE COMMISSION

July 1, 1950 to June 30, 1951

As of July 1, 1951 there are 16,657 permanent positions and offices, excluding certificated personnel of the Board of Education, established in the annual salary ordinance with annual payrolls amounting to approximately $60,000,000. In addition, there are substantial numbers of temporary and intermittent employments for which additional appropriations are made. Practically all of these employments are subject to civil service examinations. Not more than 600 of them are exempt. Practically all of them, excluding members of the Police and Fire Departments, are subject to the provisions of either Section 151 or Section 151.3 of the Charter for salary administration.

The duty of administering these employments as provided by the charter and for the benefit of the service and the community imposes a great responsibility on the members and staff of the Civil Service Commission. Civil service or the merit system is established to assure an equitable personnel administration - equitable to the employee and to the public, and to promote an efficient service. The policies and the rules of the Civil Service Commission are created within the framework of the law and are designed to facilitate the full operation of the principles of appointment, retention and promotion within the service on the basis of merit, and merit alone.

The activities of the Commission, which affect in one way or another practically every employee and all departments of the municipal government, have been carried on with dispatch and in a manner calculated to improve and strengthen personnel administration in accordance with merit system principles.

The Commission has continued to experience difficulty in recruiting qualified employees for the municipal service. These difficulties are due in large measure to the increased demands of the

rearmament program which is absorbing a great portion of the available manpower in federal employment and in the plants and installations engaged in production and defense activities.

With the exceptions noted, the Commission had succeeded during the latter part of the fiscal year 1949-50 in replacing all of the wartime appointees with employees recruited under regular civil service procedures and standards. The exceptions were nurses, engineers and a few miscellaneous technical classifications.

Foreseeing the effect of the rearmament program on the labor situation in this area, the Commission proposed and the Board of Supervisors submitted at the November 1950 election a charter amendment under which, with the approval of the Board of Supervisors, the Commission was authorized to reestablish wartime or limited tenure procedures when deemed advisable. This charter amendment was approved by the electorate. Under the authority of the amendment the recruiting and employing procedures have been very greatly speeded up to the point that an applicant may be examined, qualified, appointed and assigned to duty within a matter of days, or sometimes hours, instead of the months required under regular procedures. The limited tenure procedures also permit the Commission to lower standards for experience, training, education, physical fitness, etc. for such appointees without permanent impairment to the service since these limited tenure appointees do not acquire permanent civil service status and may be replaced at any time by regular civil service appointees. Pursuant to the charter amendment, the Commission has announced and held 131 limited tenure examinations during the latter half of the fiscal year 1950-51. Without the authority for limited tenure employments, the situation would unquestionably have been much more acute and the city would not be able to compete with private industry and the federal government as it has in the restricted labor market.

According to information released by governmental agencies, the peak employment due to the preparedness program will not be reached before the end of the calendar year. It therefore appears probable that the recruiting problems of the municipal government will worsen before they are better.

In addition to limited tenure examinations which only got under way in February of this year, the Commission has announced and completed 224 regular examinations including 179 for entrance appointment and 45 for promotive appointment. A total of 13,677 applicants participated in these examinations.

The Commission also completed another salary survey during the year 1950-51 and recommended salary increases totalling approximately$3,300,000 for the 8000 employees whose compensations are subject to the provisions of Section 151 of the Charter. Due to pending litigation which may require the Commission to identify the source of all wage data collected in these surveys, the greater majority of private employers who had cooperated with the Commission in earlier surveys refusedto supply wage data in the 1950-51 survey. As a result the Commission entered into a contract with the Bureau of Labor Statistics of the United States Department of Labor under which the Bureau conducted a survey of rates of pay in local private employment. The Bureau's findings were transmitted to the Civil Service Commission without disclosing the source of the wage data, and these data were used by the Commission in formulating its recommendations to the Board of Supervisors.

The Commission has also initiated similar arrangements for the survey about to be under taken for the 1951-52 survey.

The municipal government has continued to keep wage rates of its employees in general accord with rates prevailing elsewhere in the State for comparable service. Salaries of municipal employees whose compensations are subject to Section 151 of the Charter have been revised six times since 1943-44. No revisions were made in the

the year 1946-47. In a survey conducted during 1949-50, the Commission recommended approximately $1,000,000 in increases, but the recommendations of the Board of Supervisors following the report of the Civil Service Commission were submitted to referendum and the wage schedules adopted by the Board of Supervisors were rejected.

It is estimated that the average wage in the municipal government in the years preceding the late war was approximately $165 per month. The present average wage is estimated to be approximately $300 per month. The present average wage in the municipal service is about equal to if not slightly higher than the currently prevailing average in the State service and in the Los Angeles City service. Other large public jurisdictions in this State are somewhat lower.

Wage increases for employments, compensations for which are governed by Section 151.3 of the Charter, were recommended and approved by the Board of Supervisors for some 4000 employees and totaled approximately $1,275,000. These include craftsmen numbering about 2000 for which approximately $700,000 was recommended, and some 2000 platform employees for whom approximately $575,000 was recommended. The charter provides that the craftsmen shall receive in the municipal service the rates of pay fixed in the collective bargaining agreements in private employments, and that platform employees shall be paid an amou nt equal to the average of the two highest wage schedules on street railway systems in this State.

The Commission was faced with numerous issues at litigation in the courts. Several of these cases involved claims for back pay due under the provisions of Section 151.3 of the Charter, which Section was interpreted by the courts in the Adams vs. Wolff litigation. Following the outcome of this litigation several groups of employees whose compensation had been fixed thereunder, filed suits for back pay adjustments pursuant to the general findings of the court in the Adams litigation. The men had been paid in accord

with the City Attorney's interpretation of the Charter Section, but not in accord with the court's subsequent determination in the Adams case.

The rules and classification plan of the Civil Service Commission were reviewed, reprinted, and made available for general distribution at cost.

A statement showing the appropriations for other than personal services and the amount actually expended follows:

	1951-2	Appropriation	Expenditure	1951-2 Remarks
Fees and Special Compensation	4775-	$ 5,725.00	$ 3,815.00	1935.00
Contractual Services	7440-	5,735.00	7,453.03	7641.59 Supp.App.$1700
Materials and Supplies	6055-	5,950.00	5,943.92	5926.08
Equipment	1790-	2,005.00	1,966.00	1916.08
Fixed Charges	417-	717.00	412.00	417.
Services of Other Departments	-0-	1,650.00		Transferred out (No record yet)
Salary Survey	1500-	12,500.00	10,443.71	12295.05

635808
1375.01
7191.09

5555.19
368.59
5226.08

1650.30
265.74
1916.08

8478.57
110.78
3500-
206.70
12295.05

CIVIL SERVICE COMMISSION

JULY 1, 1951 TO JUNE 30, 1952

EXAMINATIONS:

As has been the case since hostilities occurred in Korea, the Civil Service Commission continued to experience serious difficulty in the recruitment of qualified employees for the municipal service. In spite of the lack of qualified applicants, the Commission retained the policy which had been followed since World War II, of not reducing standards of employment in the regular civil service examination program. The Commission rather turned to the limited tenure examination program to recruit the best available help. Such limited tenure appointments could be made without risking permanent impairment to the city service since limited tenure appointees do not acquire permanent civil service status. As was pointed out in previous reports, without the authority for limited tenure appointments, the situation would have indeed been acute, for the city would not have been able to compete with private industry and the Federal Government in the restricted labor market and still maintain employment standards. As of the present writing, the information that has recently appeared in the press concerning increased activity at our local shipyards would indicate that the recruiting problems caused by a tight labor market are apt to be with us for some time to come.

During the fiscal year the Civil Service Commission held the following number of examinations: (Note: The distinction between the limited tenure regular examinations and limited tenure general

bulletins is that the limited tenure general bulletin covers classifications where applicants are subjected only to an interview to determine their qualifications, whereas under regular limited tenure bulletins informal written qualifying examinations are held at stated times. In both cases applications are taken as long as the needs of the service require.)

Type of Examination	No. of Examinations Held	Total number of applicants	Total number of eligibles
PROMOTIVE (regular civil service)	38	939	433
ENTRANCE (regular civil service)	153	9218	2966
LIMITED TENURE-REGULAR (51 classifications)	816	8422	4355
LIMITED TENURE-GENERAL BULLETINS (96 classifications)		1130	969
TOTAL:	1007	19709	8723

As an illustration of the recruiting problem faced by the Commission, the experience with the limited tenure examination program for operators for the Municipal Railway is of interest. As of July 1, 1951 the actual working force of operators on the Municipal Railway was 2,023. During the entire year limited tenure examinations were held weekly and 1230 applicants passed the civil service qualifying written examination. (Appointment was still subject to passing a satisfactory physical examination and driving test.) During the year 603 limited tenure eligibles were actually appointed to the position of operator.

There were also a number of other appointments made from regular civil service lists when eligibles who had been under waiver of appointment withdrew such waivers. During the year a total of 712 limited tenure and regular civil service appointees left their positions for various reasons. The net result was that at the end of the year there was a total working force of 1981, or 42 less than the working force at the beginning of the year!

CLASSIFICATION AND PAY:

During the year the Classification and Pay Division continued its work of investigating the duties of new positions and reviewing the duties of established positions where question was raised concerning classification, and recommending the allocation of such positions to their proper classifications. This included the investigation of the duties of 103 new positions approved in the budget, and amendments to the classification plan involving approximately 65 other positions. Investigation was also made of the duties of 104 positions in the California Street Cable Railroad and recommendation was made for the blanketing in of these employments on January 7, 1952. In connection with the classification work, 80 salary ordinance amendments were prepared for the Board of Supervisors' approval.

The Classification and Pay Division conducted salary surveys covering 8160 positions subject to Sections 151 and 151.1 of the Charter; 2060 positions covered by collective bargaining agreements; and 2640 positions of platform personnel. These latter two are covered

by the provisions of Section 151.3 of the Charter. A report and recommendation was also prepared for the Board of Supervisors establishing wage rates for public contract work under Section 98 of the Charter.

The survey covering positions subject to Sections 151 and 151.1 of the Charter was completed in cooperation with the Federal Bureau of Labor Statistics. This bureau conducted the survey of rates paid to 44 classifications in 200 local private firms. The Civil Service Commission staff conducted the survey of 398 classifications in nine public jurisdictions in the State of California. The municipal government has continued to maintain wage rates of its employees in general accord with rates prevailing elsewhere in the State for comparable services. Salaries of municipal employees whose compensations are subject to Section 151 of the Charter (administrative, clerical, etc.) have been revised seven times since 1943-44. The Commission has recommended salary increases as herein indicated:

	Estimated Increased Cost of Adjusted Compensation Schedules (exclusive of retirement costs)	
	Effective July 1, 1951	Effective July 1, 1952
Sections 151 and 151.1 of the Charter (Administrative, clerical, etc.)		
Number of classifications increased	575	519
Number of positions increased	7,998	6,585
Cost of increases	$3,312,612.	$1,377,048.

The estimated increased costs of increases granted by the Board of Supervisors to crafts and platform personnel under the provisions of Section 151.3 are as follows:

	Estimated Increased Cost of Adjusted Compensation Schedules (exclusive of retirement costs)	
	Effective July 1, 1951	Effective July 1, 1952
Crafts:		
Number of classifications increased	126	123
Number of positions increased	2,081	2,091
Cost of increases	$608,163	$609,516
Railway Platform Personnel:		
Number of positions	*2,545	*2,639
Cost of increases	658,442	$1,281,546

*Total established positions.

Based on the last salary survey covering positions subject to Sections 151 and 151.1 of the Charter, the Civil Service Commission recommended to the Board of Supervisors increases for administrative and executive positions, but the Board of Supervisors, with few exceptions, rejected the recommended increases. Thirty top executives have not received any salary increases since 1948.

OTHER ACTIVITIES:

During the fiscal year 3155 requisitions were received to fill vacancies in permanent positions. 1749 permanent certifications were made of eligibles on regular civil service lists and 1525 permanent certifications were made of eligibles on limited tenure eligible lists, or a total of 3274 permanent certifications (the excess of the number of certifications over requisitions received is largely accounted for by the fact that when an eligible on a regular list is available for appointment to replace a limited tenure appointee, the same requisition is used.)

During the year the records of the Civil Service Commission indicate the following number of separations of regular permanent civil service appointees:

Resignations	651
Relinquishments	220
Dismissals	34
Probationary Appointments Terminated	191
Retirement	349
Deaths	102
Layoffs	44
	1593

During the year 168 employees were granted military leave for a period of less than 30 days and 52 employees were granted military leave for an extended indefinite period.

A statement showing the appropriations for other than personal services and the amount actually expended follows:

	Appropriation	Expenditure
Fees and Special Compensation	$4225.	$2235.40
Contractual Services	7740.	7691.49
Materials and Supplies	6055.	5924.48
Equipment	1790.	1916.08
Fixed Charges	417.	417.
Salary Survey	12500	12294.05

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September 11, 1953

Honorable Elmer E. Robinson
Mayor
City Hall
San Francisco

Dear Mr. Mayor:

This is in response to your request of August 3, 1953 for a report concerning the activities of this department for the fiscal year 1952-53.

1. Comparison of Expenditures for all Appropriations (other than Personal Services) with Original Budget Appropriations for 1952-53:

	Appropriation	Expenditures
Fees and Special Compensations	$ 2,100	$ 1,710
Contractual Services	7,782	7,086
Materials and Supplies	6,500	5,667
Equipment	1,210	1,210
Fixed Charges	417	417
Salary Survey	15,000	14,636

2. Recruitment:

Total employment throughout this area continues at or near the all-time peak. As a consequence the Commission has through the year found it difficult to obtain sufficient qualified personnel in many classifications of employment with the usual standards of training, experience, education, and physical fitness even though it has increased recruitment activities. Whenever sufficient personnel with the usual minimum qualifications is not available in adequate supply, the Commission has continued the policy of recruiting the best personnel available to it under limited tenure appointments. The policy, adopted several years ago, of refusing to lower standards for permanent or regular civil service status has been rigidly maintained. Thus, through the limited tenure procedures established in the Charter, the essential manpower needs of the service have been supplied without lowering standards for civil service permanent appointment.

In some classifications of employment when large groups of employees are under limited tenure appointment, such as platform employees, the Commission has held regular civil service examinations with specified minimum requirements as to training and experience and thereby these limited tenure employees who possess the required minimum qualifications have been enabled to compete for regular civil service appointment.

By reason of various Charter provisions a minimum of about ninety days is required to announce, administer and complete a regular civil service examination. Due to the long period of time between the filing of an application and the adoption of a list of eligibles and appointment therefrom, a substantial portion of applicants or prospective applicants obtain other employment or otherwise become unavailable during the progress of an examination. As a pilot study the Commission sought ways and means of speeding up the examination for Patrolmen held early this year. Whereas a similar examination in 1951 required 166 days to complete, the elapsed time in the 1953 examination was reduced to 119 days. Every effort is being made to shorten up the process in other examinations as much as possible in order to reduce the normal attrition that usually occurs during the progress of an examination, particularly those that consist of several successive parts or tests, such as patrolmen and firemen.

It is interesting to note that for the first time in about ten years there are no limited tenure or emergency appointees in the rank of patrolmen in the Police Department. Every patrolman is a regular civil service appointee who has qualified under the usual thorough civil service examination procedures.

Another significant development during the year was the adoption of an amendment to Section 149 of the Charter clearly establishing the authority to make non-civil service appointments to positions pending certification of regular civil service eligibles when in the judgment of the appointing officer immediate service is required to carry on normal operations. During the past several years many departments have been seriously handicapped and costs of operations increased because of a court decision holding that the former Charter provision did not authorize such non-civil service appointments except in an actual emergency.

Examinations to qualify civil service eligibles for appointment to three of the most important offices in the municipal government, formerly elective, were completed during the year. Civil service appointments were made to the offices of Coroner, Tax Collector and Public Administrator.

During 1952-53 the Commission completed a total of 882 written examinations, both regular civil service and limited tenure. Some 13,460 applications were filed for these examinations and a

total of 5,380 participants qualified and their names placed on lists of eligibles. In addition, limited tenure examinations consisting of oral interviews and appraisal of qualifications were held for 59 classifications, for which 1,217 applications were filed and 1,032 of these applicants qualified for appointment.

3. Salary Administration:

Another salary and wage survey pursuant to Section 151 of the Charter was conducted during the fiscal year resulting in revision of salary schedules effective July 1, 1953 for nearly 8,000 of the 8,200 employees whose compensations are subject to the provisions of that section. In the past nine years, municipal salary schedules of this group of employees have been reviewed eight times to keep them in general accord with current prevailing conditions. The survey this year, in addition to local private employment, covered 33 public jurisdictions throughout the State as against nine jurisdictions in former surveys. This increased area of coverage no doubt improved the validity of the survey findings. Salary increases, excluding cost of retirement contributions by the city, added approximately $2,172,403 to the annual payroll for employments subject to Section 151 and 151.1 of the Charter.

Pursuant to the provisions of Section 151.3 of the Charter wage rates of some 1,719 craftsmen were increased a total of $484,892 effective July 1, 1953 on the basis of rates fixed in private industry through collective bargaining agreements. Representatives of the craftsmen also urged that welfare and fringe benefits provided in the agreements be evaluated and added to the basic wage rates, but this was denied pending court decision. Wages of platform employees of the Municipal Railway also subject to a formula set in Section 151.3 were increased $338,352.

By Charter amendment wages of Police Department and Fire Department ranks were taken out of the Charter and fixed under a formula specified in Sections 35.5.1 and 36.2. Effective July 1, 1953 salaries of these public employees were increased pursuant to this formula, by approximately $1,783,000 also exclusive of increased retirement costs.

A recent study by the Commission points up the fact that a serious basic problem exists in respect to wages administration in the municipal service. By various Charter amendments since 1932 the salaries and wages of the more than 16,000 municipal employees, including non-certificated personnel of the Board of Education, are now determined by eight different formulae or methods specified in the Charter. About half of these compensations are determined by the so-called salary standardization provisions of the Charter as outlined in Section 151. Wages of some 2,000 craftsmen are set in accord with rates fixed in collective bargaining agreements in local

private industry under the provisions of Section 151.3. Wages of about 2,200 platform employees are fixed under another method outlined in Section 151.5. Wages of some 3,400 Police Department and Fire Department personnel are fixed under still another Charter formula, and wages of about 40 Fire Department employees are fixed at amounts specified in relation to basic Fire Department ranks. Salaries of nearly 200 Municipal and Superior Courts personnel are fixed by the Legislature. Rates of pay for two employees are specified by Charter and rates for three other positions are fixed on the recommendation of the department head and approved in the annual budget. In addition, the Board of Education has independent power to fix the salaries of about 3,300 certificated employees of that department. One uniform method of fixing salaries and wages of all employees of the municipal government would be desirable and would permit compensation schedules that would more realistically and equitably reflect proper internal relationship. Furthermore, under these existing laws salaries of about half of the employees of the municipality may be revised and increased after the over-all budget and spending program for the fiscal year has been determined and adopted.

4. Classification:

The Commission has continued its function of classifying proposed new positions and reviewing, as occasion demands, the duties and responsibilities of existing positions. Duties of some 241 proposed new positions were reviewed and classified. Duties of about 120 existing positions were reviewed and analyzed. Ninety amendments to the annual salary ordinance were proposed and submitted to the Board of Supervisors, most of them reflecting salary increases effective July 1, 1953 and determined after the budget, appropriation ordinance, and salary ordinance were adopted.

5. Certifications and Appointments:

The Commission received requisitions during the year for 2,474 employees for appointment to permanent positions. To fill these positions 1,395 certifications were made from regular civil service list of eligibles and 1,315 from limited tenure lists. The excess of certifications over requisitions is due to replacement of limited tenure appointees with regular civil service eligibles as eligibles became available. A total of 3,922 names were certified for temporary employment.

A total of 1,204 separations from permanent civil service appointments occurred during the year as follows:

Resignations	529
Relinquishments	151
Dismissals	15
Termination of probationary appointments	128
Retirements	243
Deaths	95
Lay-offs	43
	1,204

176 permanent civil service employees were granted leaves for military service, 149 for periods of 30 days or less, and 27 for indefinite periods.

Respectfully submitted

CIVIL SERVICE COMMISSION

William L. Henderson
Personnel Director and Secretary

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File

June 30, 1955

MAY 2 4

Honorable Elmer E. Robinson
Mayor
City Hall
San Francisco

Dear Mayor Robinson:

In response to your request of March 15, 1955, the Civil Service Commission submits this report of some of the noteworthy activities in the administration of civil service since January 8, 1948.

The duties and responsibilities delegated to the Civil Service Commission by the charter include two basic activities - a) recruiting qualified personnel for appointment to the nearly 17,000 permanent positions in the municipal service and in the non-certificated service of the San Francisco Unified School District which are subject to civil service examination, and b) salary and wage administration for the more than 16,000 employees whose compensations are subject to the provisions of charter section 35.5.1, 36.2, 38.01, 151, 151.1, or 151.3. This report will deal primarily with these two functions. The collateral activities of the Commission such as certification procedures, payroll auditing, hearing of appeals from dismissal, and administering a multitude of other in-service personnel transactions, are largely incidental and routine although they do require the full time of more than one-third of our entire staff.

During the period of your service as Mayor, nationwide employment and economic conditions resulting from World War II, the Korean War and the rearmament program have imposed difficult problems which have influenced the work of the Civil Service Commission in its effort to maintain proper standards for appointment to the municipal service and for promotion and retention in that service. Far reaching changes in private industry pay plans and policies have affected wage administration in the local government.

RECRUITING

Before our entry into World War II we were experiencing a tightening labor market in San Francisco. The draft, the defense programs and the federal government bureaucracy were absorbing such large numbers of persons that the local government was unable to attract sufficient qualified applicants to supply the essential needs of the service. Accordingly, the Commission sponsored and the people adopted a charter amendment to authorize, during time of war, limited

tenure appointees. These appointees do not acquire civil service status. They serve only until regular civil service appointees are available. Thus, the Commission was able to lower its usual standards of experience, training, education, physical fitness, age, etc., in order to recruit employees during the emergency without lowering the quality of permanent personnel. At the close of World War II there were some 3500 limited tenure appointees in the local government service in about 250 different classifications, most of whom could not meet the minimum standards for regular civil service appointment.

At the time you assumed office as Mayor these had been reduced to approximately 650 positions in 69 classifications. Eighteen months later, by June 30, 1950, regular civil service eligibles were available for appointment in all but eight classifications. These eight classifications were mainly classifications requiring professional or technical training. For the first time in seven years all positions in the Police and Fire Departments were filled by regular civil service appointees.

At that time the municipal government was again largely manned by employees under regular civil service appointment and it appeared that the recruitment problems caused by the disruptions of World War II had been solved. Then came the Korean War and in November 1950 the Commission found it necessary to propose a charter amendment authorizing limited tenure appointees during time of national emergency or whenever compulsory military service or training is in effect. This amendment was adopted. Under the authority of the amendment the names of 11,951 persons were placed on lists for limited tenure appointment between March 1951 and June 30, 1954. Again we were able to supply the needs of the service during a period of intense labor shortage without permanently lowering standards. By the end of 1954 regular civil service appointees were once more available for all but a very few classifications.

To sum up, the Commission in the face of extreme difficulty, has been able to supply the essential personnel needs of the service through the judicious use of limited tenure examinations and to replace these limited tenure employees with regular civil service personnel who possess the usual minimum qualifications as these are available.

During the period since January 8, 1948 the Commission has continued to maintain and develop a system of service-wide promotions. Prior to the establishment of the service-wide system, promotions had been on a departmental basis. Though initially there was considerable opposition from employee organizations to the extension of promotional opportunities beyond departmental lines, the positive benefits that inure to individual employees through an increase of promotional opportunities and the positive benefit to the city service through the broadening of the field of competition for promotions have, we believe, brought about an acceptance of the city-wide promotional system.

The Commission is currently preparing tables and charts outlining the normal lines of promotion in the city service for all classifications so that employees may have information concerning future promotional possibilities and plan accordingly. Employee organization representatives have indicated that the publication of such information will be of value in maintaining employee morale.

Since January 8, 1948 the Commission has maintained and developed a program for the professionalization of the engineering classes by requiring professional engineering education or its equivalent for entrance or promotion to the several professional engineering ranks. This represents a marked change from the former practice of promoting employees to the professional engineering classes who originally had entered the service as draftsmen or instrument men and who lacked professional engineering qualifications. It was to be expected that individual employees and employee organization representatives would oppose the exclusion of technical employees (i.e., draftsmen, instrument men, etc.), who were not qualified by education or experience, from opportunities for advancement to positions in the professional engineering classes. There should be no question though that the adherence to a policy of requiring a proper professional background of applicants for professional engineering positions has improved and will continue to improve the city and county service in this most important field.

During the fiscal year 1954-55 a study was completed and approved by the Commission completely revamping the bookkeeping and accounting classifications. The major purpose for this revision was to assure that candidates for professional accounting positions possess a proper background of accounting education and/ or experience. Heretofore advancement to the highest and most responsible accounting positions under civil service was possible for employees without professional accounting qualifications who had originally entered the city service as bookkeepers. Here again, as in the engineering series, the city and county service will benefit because of the higher standards established for this vital city function.

SALARY ADMINISTRATION

Seven different methods or formulae are prescribed by charter for fixing salaries of various groups of municipal employees as follows:

1) Salary Standardization (Sections 151 and 151.1 of the Charter).

This procedure governs the fixing of salaries of some 9000 miscellaneous municipal employees and officers ranging from porters and orderlies to the Mayor, the District Attorney the Assessor, the Sheriff, the Treasurer and the Public Defender, all elected officers, and the highest appointed officers of the local government including the Chief Administrative Officer, the Manager of Utilities, the

Controller among others. Under this procedure the salaries of these employees and officials are fixed at amounts in "general accord" with salaries paid in private employment and other governmental organizations in this State for similar services and working conditions. Since you became Mayor the salaries of these employees have been reviewed and compared with salaries elsewhere each year. Each year since 1948. with the exception of 1950-51, municipal salary schedules have been revised to bring them in line with rates elsewhere. The Civil Service Commission recommended increases in rates of pay for several thousand employees in 1950-51, but the people defeated the proposed salary schedules in a referendum after the Board of Supervisors had substantially amended the Commission's proposals.

Salary increases granted to these employees and officers under sections 151 and 151.1 since 1948 total 11-3/4 million dollars on a payroll totaling about $23,000,000 as of 1948 representing an increase of 50%.

2) Police and Fire and Platform Employees of the Municipal Railway. (Sections 35.5.1, 36.2 and 151.3).

Salaries for these three groups of employees are reviewed annually and salaries fixed at an amount not in excess of the highest rate paid for similar services in any city in California of 100,000 population or more. There are some 3,402 members of the Police and Fire Departments of various ranks and about 2,000 platform employees whose compensations are fixed in this manner. Salaries of the entrance ranks in the Police and Fire Departments have increased from a maximum rate of $290 per month as of January 8, 1948 to $440 as of today, an increase of 51.6%. Wages of platform employees have increased from $1.368 per hour to $1.939 as of July 1, 1954, an increase of 42% with the probability of going to $2.04 on July 1, 1955 which would be an increase of 49% over 1948-49.

3) Fire Prevention and Investigation (Section 38.01).

Under this section salaries of certain personnel in the Bureau of Fire Prevention and Investigation of the Fire Department, numbering about 40 men, are reviewed and revised annually so that these salaries are maintained in a definite relationship to salaries fixed for specified ranks in the Fire Department.

4) Crafts. (Section 151.3).

Some 2,000 craftsmen are paid the rates fixed in collective

bargaining agreements in effect in local private industry. These rates are revised annually. Average of wages of five largest crafts has increased from $17.97 per day in 1948-49 to an average of $22.95 in 1954-55, an increase of 28%. It should be noted that craft wages had been substantially increased in the years immediately prior to 1948-49.

5) Municipal and Superior Court Attaches.

Under State Law salaries of about 200 employees are fixed by the State Legislature. In practically all cases the rates fixed by the Legislature for these employees are considerably higher than the rates recommended by the Civil Service Commission and fixed by the Board of Supervisors for similar services in other city departments. For instance, certain Deputy Clerks will be paid in 1955-56 a maximum of $365 per month compared with $325 for other municipal employees performing similar duties. Others will receive maximum salaries of $725 and $750 per month while municipal employees in other departments performing similar duties will receive $590 per month. Increases in salaries of these employees since 1948-49 range from 59% to 75%.

6) Salaries Fixed by Charter.

Salaries of only two employees are still fixed by charter. Until a few years ago salaries of all elected officials, several top appointed officials and all members of the Police and Fire Departments were specified in the charter. The two remaining positions are the Attorney for the Public Administrator and County Superintendent of Schools. However the County Superintendent of Schools also holds the position of District Superintendent of Schools and receives substantial additional compensation for that service through action of the Board of Education.

7) Fixed on Recommendation of Appointing Authority by Board of Supervisors.

This procedure establishes the salary fixing power in three positions in the Law Library.

It should be obvious that under these varying formulae and methods inequities of salaries within the municipal service are bound to be created and perpetuated. To the extent that these maladjustments exist - and there are many - the service is harmed. Salaries of all positions within the municipal service should be kept in reasonable and proper relationship. Salaries of all municipal employees should be fixed at one time and under one method.

Only in that way can we maintain proper internal salary relationships. That is impossible under present conditions.

Another serious problem is created under court decisions interpreting section 151.3 relating to the fixing of craft r tes. This section provides that wherever a "rate of pay" is established through collective bargaining agreements and that rate of pay is prevailing throughout the industries and establishments employing such craft the city shall pay that "rate of pay". It was never intended that this section would apply to anything in the contract except the rate of pay, but the courts interpret it to mean that the city is bound by all terms of the various contracts that affect earnings, such as work schedules, starting time, penalty pay, etc. Therefore we are bound by many of the provisions of some 30 or 32 contracts each of which differs in many important respects from all the others. Except for the fact that individual employees have voluntarily waived many of the conflicting contract provisions, the city's operations would be very greatly complicated. Another problem is that caused by the inclusion in collective bargaining agreements of provisions for so-called welfare benefits. The city has refused to recognize these provisions as part of the rate of pay, but this decision is subject to challenge at any time. Trouble on this score may arise at any time.

Even so, it is apparent that, except for the inconsistencies caused by the requirement that salaries of employees be fixed under seven different methods, we have been able, with few exceptions, to keep municipal salaries generally in line with salaries elsewhere for similar services. We have quoted the salaries of these various groups in 1948-49 compared with current salaries and reported the percentage increase. One remaining piece of evidence is significant, i.e., in 1948-49 the average salary of all municipal employees was $263 per month, and the average salary as of July 1, 1955 will be $395, an increase of 50.1%.

Very truly yours

CIVIL SERVICE COMMISSION

William L. Henderson
Personnel Director and Secretary

WLH:h

SF Civil Service Commn.
Annual Report

8-59

September 11, 1959

The Honorable
Mayor George Christopher
Room 200 - City Hall
San Francisco 2, California

Dear Mayor Christopher:

In response to your request of August 15, 1959, we report herewith a statement of the major activities of the Civil Service Commission for the fiscal year 1958-59.

On November 14, 1959 a change in the executive officer of the Civil Service Commission was effected with the appointment of the undersigned as General Manager, Personnel. It was the intention of the Civil Service Commission in making this appointment that important changes be instituted in the administration of civil service in the City and County of San Francisco to the end that the quality of employment be up-graded and that the employees, through modern personnel techniques become an effective and satisfied work force. This report will indicate the extent to which such changes have already been made effective or are in the process of being put into effect at the conclusion of the fiscal year.

I. Classification:

1. In the classification section new entrance classifications were established in order to attract recruits directly from the high schools or colleges. It was felt that the prior system which required applicants, even at the beginning levels to have had experience, lost to the city service the opportunity of recruiting well qualified persons before they became settled in other positions. An example of some of these new entrance classes were Clerk I, Typist I, and Stenographer I, Personnel Aide, Recreation Assistant and Library Assistant.

2. A separation of some classes is contemplated to provide promotional opportunities for city employees which do not now exist. This would be illustrated by the creation of the classifications of Clerk II, Typist II and Stenographer II.

3. The Mayor and the Board of Supervisors approved an appropriation of $50,000 in the budget for 1960-61 for the purpose

of having a complete overhaul made of the classification system. Such a study was long overdue and the necessity for it has long been recognized. The Civil Service Commission and the General Manager, Personnel, appreciate the confidence of the Mayor and Board of Supervisors in now making the money available for the classification survey. The classification survey was started in the first part of August 1959 and is expected to be completed by the end of March 1960. A number of outstanding management consulting firms, nationally and internationally known, submitted proposals for the classification study. After a thorough check of the experience background of these firms and of the personnel that would be assigned to the San Francisco project, the firm of J. L. Jacobs and Company was selected by the Commission to conduct the survey. (This was a difficult decision in view of the exceptional qualifications of the firms who had submitted proposals.)

4. In reviewing the classifications of existing positions or the establishment of new positions, new class specifications are being prepared that adequately and properly describe the duties and responsibilities of the positions, the minimum requirements, and normal promotional lines. Such new and complete class specifications will assist in maintaining a proper alignment of positions in the future and will also assist the Examining Division in the preparation of proper examination material. These new specifications will also match the specifications to be prepared by the consulting firm for all classes in connection with the classification survey.

5. The classification staff was increased from one full time technician to 4½ full time technicians. The one technician was totally inadequate to maintain day to day work requirements in an organization as large as the city and county service. Study indicated that at least 4½ technicians would be required to maintain the classification system. (These technicians will work with the consultant in the current classification survey and will be fully trained to carry on all the work of maintenance after the survey is completed.)

II. Salary Matters:

1. In the Salary Standardization Survey to be effective, fiscal year beginning July 1, 1959, data from public jurisdictions which were not considered comparable to San Francisco, was eliminated.

2. A more realistic interpretation of private data was given by increasing the statistical average from the middle 50% to the 4th to 8th percentile.

3. The practice of setting flat rates for a large number of classes was changed by setting salary ranges in most of these cases

where no valid reason existed for the use of a flat rate.

4. Plans were made for the improvement and modernization of future salary standardization surveys. It is expected that greater attention will be given to the collection of more comparable data from other public jurisdictions and private industry. An attempt will be made to establish a formal set of salary schedules. Future salary standardization surveys should result in a better comparison of positions within the service.

III. Recruitment and Examination Section:

1. Steps were taken to better anticipate the examination needs of the service through regular questionnaires to all departments and through closer study of our own records.

2. Passing grades have been raised and are required on each part of the examination rather than on an overall basis.

3. Suitable requirements in addition to permanent appointment in the next lower rank have been established in most promotional examinations.

4. Examination planning has been undertaken to group similar examinations that may be held at one time. Examination items and problems may frequently be suitable for several classes of employment. When it is possible to schedule examinations for different classes when common material can be used, the cost of examination preparation is reduced without impairing the quality of the examinations. When examinations can be administered for more than one class at the same time and the same place, unit costs of examination administration are reduced.

5. The work of verifying claimed experience has been extended. As a result the possibility of unqualified employees being appointed is further reduced.

6. In a number of cases examinations which were formerly given as entrance have been opened as additional promotional opportunities for city employees. The morale of many of our employees will be improved. Many who were in "dead end" positions now have an opportunity to advance according to their ability and performance on the job. The number of employees who go "stale" because they have been in the same routine for too long will be reduced.

7. The use of oral examinations has been extended to all cases where positions require public contact, supervision or ability to get along well with others. It is not possible to properly hire people "sight unseen". Yet many eligibles have been certified to positions merely on the basis of their written applications and tests. This

has been the case in spite of the fact that in many positions certain personality factors are of paramount importance, and some of these factors are not properly evaluated by paper and pencil tests. The ratings of qualified interviewing boards are more accurate in the measurement of some personality traits.

8. The quality of personnel hired is related to the number of persons who apply. In the past recruitment has tended to be passive rather than aggressive. The use of advertising in the recruitment program has been greatly extended since more adequate funds were provided in the budget. The placement of want ads in our San Francisco newspapers has definitely increased the number of candidates for employment. The examining staff has also been visiting college campuses and other schools for recruitment purposes, and increased attention has been given to the problem of attracting qualified personnel to the city service.

9. The creation of a class of Monitor to proctor examinations has made it possible to administer examinations at night time and on Saturdays, resulting in an improved examination situation along with more economical administration. Entrance examinations held during evening hours means that persons who cannot leave their present place of work will be able to compete. Promotional examinations held on Saturday tends to provide a better examination environment for employees than requiring employees to take time out from their regular working hours. Furthermore, it is estimated that examinations held outside of working hours will represent a saving of $35,000 a year in city employee time.

10. A new classification of Special Civil Service Examiner was established to do consulting work in specialized fields such as accounting and engineering resulting in improved examination material.

11. The use of operating department representatives in all the steps of examination preparation has been greatly extended. It is expected that this will provide greater validity in our examination results.

12. New reproduction equipment was obtained for the Examining Division, and for use of all divisions of the Commission which will speed the reproduction of examination forms and other printed material. The estimated annual savings is $7,000.

13. A study is now underway as to the feasibility of installation of I.B.M. equipment in connection with the processing of applications, the production of eligible lists, the application of I.B.M. procedures to the auditing of payrolls and certifications of eligibles, and as an assistance in the production of salary standardization survey.

14. Eligible lists are being created for a two year period and obsolescent lists have been abolished.

IV. General:

1. A new classification of Chief Personnel Analyst was established and an examination has been announced to recruit a qualified person to create a performance rating system for the city and county service. Such a system is required by our charter and will be installed after a careful study of the particular problems and needs of this jurisdiction. It is also expected that the Chief Personnel Analyst will assist in the development of training programs for the city service.

2. The Rules of the Civil Service Commission have been amended to simplify and speed administrative procedures by placing authority in the General Manager, Personnel, to act in the first instance subject to appeal to the Commission. Prompter service to the operating departments in all phases of the personnel process will result from these amendments.

3. The rules of the Commission concerning designation of sex in personnel requisitions were strengthened to eliminate such designation except where there was a valid need for such requirement.

4. A large scale program was immediately undertaken to obtain improvement of the physical plant in the offices of the Commission. These improvements are still underway and will result in better working conditions for the staff of the Civil Service Commission.

5. Over two tons of records have been removed from the files of the Commission for storage at the Record Center. This is a continuing process and within a year should release sufficient space to create a central stockroom.

6. The Commission has strengthened the rules and procedures concerning outside part-time employment by civil service employees in order to prevent conflict of interest or discredit to the city and county service.

7. The sick leave rule was liberalized to permit employees to accumulate sick leave after six months of service rather than after one year as was formerly required.

V. Statistical Summary of Activities.

1. Comparison of expenditures for all appropriations with original budget appropriations for 1957-58:

	Appropriations	Expenditures
Fees and Compensations (See below)	$ 200.00	$ 730.00
Contractual Services (See below)	5,581.00	7,239.00
Materials and Supplies (See below)	5,150.00	5,681.00
Equipment (See below)	4,226.00	11,832.00
Fixed Charges	469.00	469.00
Salary Survey	12,500.00	12,100.00
Permanent Salaries	330,500.00	323,196.00
Temporary Salaries (See below)	13,750.00	13,936.00
Overtime	2,900.00	1,822.00
Supplemental Appropriations:		
Contractual Services	1,685.00	
Materials and Supplies	590.00	
Equipment	9,604.00	
Temporary Salaries	1,024.00	
Fees and Compensations	530.00	
Examination for Q2 Policeman	3,000.00	2,775.00

2. During the fiscal year the following number of examinations were held:

Type of Examination	Number of Examinations	Number of Applicants	Number of Eligibles
Regular Civil Service			
Entrance	181	10,469	2,398
Promotive	52	2,059	576
Sub-total	233	12,528	2,974
Limited Tenure			
Written tests for 12 classes	--	1,248	702
Written tests for 34 classes	--	283	227
Total	233	14,059	3,903

During the previous fiscal year 1957-58 a total of 251 regular examinations were held, 191 competitive and 60 promotive. The 233 regular examinations held during 1958-59 represented a decrease of 18 examinations from the previous fiscal year, and also represented a corresponding slight decrease in the number of applicants and number of eligibles processed as between the fiscal years 1957-58 and 1958-59. The number of applicants for 1957-58 was 12,873 as compared to 12,528 for 1958-59. The number of eligibles for 1957-58 was 3,605 as compared to 2,974 for 1958-59.

3. Salary Administration:

As the result of a salary survey in local private employment and other public jurisdictions throughout the State, and as a result of surveys made for positions in the craft classes, police and fire personnel and municipal railway operators, the following salary increases were granted effective July 1, 1959:

arter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Increased cost Incl. Retirement
ctions 151, 151.1					
Administrative Clerical Professional, etc.	710	9,013	650	8,787	$ 2,578,401.00
ction 151.3					
Craft classes	118	2,375	91	2,272	$ 665,081.00
Municipal Railway classes	3	1,950	3	1,950	278,536.00
ctions 35.5.1, 36.2					
Police and Fire	53	3,543	53	3,543	2,700,000.00
Totals	884	16,881	797	16,552	$6,222,018.00

4. Classification:

During the fiscal year the Classification and Pay Division of the Commission reviewed the duties of the positions and recommended classification actions in the numbers of cases as follows:

* New classes established	24
Classes amended or retitled	35
Positions reclassified	93
New positions classified during the year	49
New positions classified in the budget for 1957-58	127
Salary ordinance amendments submitted	88

5. Statistical summary of certifications and appointments:

Requisitions received:

Permanent	2,225
Temporary	5,856

Certifications:

Regular permanent	1,917
Limited Tenure permanent	883
Regular temporary	2,546
Limited Tenure temporary	849
	6,205

6. Separations:

Resigned	466
Retired	320
Relinquished (name returned to list)	171
Deceased	102
Probationary appointments terminated	151
Laid Off (reduction in force)	67
Dismissed	19
	1,316

* Plus approximately 150 positions reviewed and approved for continuance in existing classifications.

Very truly yours,

CIVIL SERVICE COMMISSION

George J. Grubb
General Manager, Personnel

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CIVIL SERVICE COMMISSION OF SAN FRANCISCO

151 City Hall

September 12, 1960

Annual Report

The Honorable
Mayor George Christopher
Room 200, City Hall
San Francisco 2, California

Dear Mayor Christopher:

In response to your request of August 15, 1960, we report herewith a statement of the major activities of the Civil Service Commission for the fiscal year 1959-60.

I. Classification:

The most important single function of the Classification Division during the fiscal year was the city-wide survey of the classification of positions. No such overall review had been made since 1928.

On August 18, 1959, a contract was entered into with the J. L. Jacobs Company of Chicago to conduct a complete classification survey of all positions in the City and County service except the uniformed forces of the Police and Fire Departments, and platform personnel of the Municipal Railway.

In the classification section during the past fiscal year, four technical staff members and one stenographer have been working with the J. L. Jacobs Company in the conduct of this survey. This classification study has included 12,500 positions in the City and County service. As of June 30, 1960, the following aspects of the work have been completed:

Preliminary arrangements with departmental personnel.
Distribution and receipt of classification questionnaires.
Classification of positions based on duties and responsibilities.
Occupational class groupings by similarity of work.
Class specification preparation and reproduction by Multilith process.

Although the entire project was originally scheduled for completion by June 30, 1960, this end was not possible to attain because of illness of J. L. Jacobs' staff; the necessity for the company to provide an additional 38% of technical staff time in order to maintain desirable work standards; and to a minor extent, a delay on the part of some of the operating departments in the city service in submitting required information. On this basis, the contract was modified on June 30, 1960, extending the completion of the survey work to September 30, 1960 and the period of consultation to December 31, 1960.

II. Salary Standardization:

A new procedure, regarding the salary survey for miscellaneous classes whose salaries are fixed under the provisions of Section 151 of the Charter, was used in that the number of conferences and hearings were increased with Department Heads, Employees, Employee Representatives, and Civic, Public and Professional Organizations. These conferences and hearings regarding comparability of data, methods and principles of salary standardization and on tentative salary ranges, were well received and proved helpful to the Commission, the staff, and all interested parties. These procedures will be continued this coming salary survey.

The Commission submitted, along with its salary recommendations, a uniform Compensation Schedule Plan, which was adopted by the Board of Supervisors. The use of the uniform schedule plan substantially reduced the number of salary ranges from 278 to 99. This schedule will establish an orderly progression of salary steps and will make for more equitable salary comparisons and savings in payroll computations, budget and other personnel transactions.

A savings of approximately $1,000.00 was made this year from the Salary Survey fund by use of the new reproduction equipment purchased last year in reproducing our salary and wage survey reports.

III. Recruitment and Examination Section:

In the report made a year ago, a number of improved operating procedures were described. The test of these improved rules, procedures and new equipment was met during the year just passed. The results have been dramatic in the number and quality of candidates examined and placed on eligible lists as prospective employees.

The number of promotional examinations given increased by [illegible]% over the preceding year, while the number of eligibles placed on promotional lists increased by 127% over the preceding year.

The number of entrance examinations given increased by 12.1% over the preceding year, while the number of eligibles placed on lists for appointment increased by 31.3% over the preceding year.

Within the program of examinations for limited tenure employment, the use of general bulletins was increased while announcements requiring the use of written tests were applied to a smaller number of candidates than in the preceding year. This change permitted faster placement of eligibles whose tenure is limited until regular civil service eligibles are available.

The total program shows an increase of 48.6% in the number of applicants over the preceding year, and an increase of 38.3% in the number of eligibles over the preceding year.

Qualification standards were raised so that job applicants generally were more experienced and better trained. Passing grades in civil service examinations were also made more rigorous. The

number of persons placed on civil service lists for appointment increased only 38% as compared to the 48% increase in applicants.

The increased number of applicants for jobs was attributed to increased advertising in the San Francisco newspapers and more aggressive recruiting by the staff of the Civil Service Commission.

As a result of operational and procedural improvements, the additional recruiting and examination work has been carried out with no increase in personnel in the Examining Division of the Civil Service Commission.

In the June 7, 1960 election, a Charter amendment was approved by the electorate which guarantees to examination participants the right to review and protest the questions and answers used in the examinations prior to the rating of the examination papers. The amendment also provides for a shortened posting period which will enable the Civil Service Commission to begin certification more quickly and therefore will expedite the filling of vacancies from eligible lists while the eligibles are still available for employment.

An important portion of this Charter amendment provides that the former rights of all participants and citizens to copy examinations in their entirety may now be prohibited. The privilege of copying examinations has been in practice since 1938 with the result that examination material could not be refined or re-used.

The Charter amendment as approved by the electorate on June 7, 1960 will become effective upon ratification by the California State Assembly in January of 1961. Thereafter, the Civil Service Commission will be able to validate, refine and re-use examination materials and will be able to use examinations available through professional associations which have developed excellent material in a number of subject matter fields.

The beginnings of an I.B.M. installation have been placed in operation. A key punch machine has been installed, together with related equipment, which provides a system by which applications can be processed by means of I.B.M. The Central Tabulating Bureau is doing the actual tabulating of examination notices, eligible lists and history cards. This system is presently operating on a pilot basis for large examinations where bottlenecks have frequently occurred. As these procedures are smoothed, it is expected that the system will be applied to a broader range of examinations with resultant speeding of examination results.

IV. <u>In-Service Activities</u>:

After a period of intensive recruitment, a Chief Personnel Analyst was appointed on January 5, 1960 to the staff of the Civil Service Commission. The major responsibility of the Chief Personnel Analyst was the establishment of an employee development-evaluation program. During the period January 1 to June 30, 1960, the goals of an employee development-evaluation program were tentatively established.

This was done only after numerous meetings and with the assistance of Appointing Officers, Representatives of Employee Organizations, Supervising Employees and Employees. Forms and procedures to be used in such an evaluation-development program were drawn up and tested in a pilot program in two departments: the Purchasing Department and the Civil Service Commission.

As a part of the introduction of such a development-evaluation program a necessary and vital step would be the training of supervisory employees in the aims and methods of such a program. A pilot training program was planned and completed with the assistance of the San Francisco Unified School District for two departments: the Purchasing Department and the Civil Service Commission. Based on the experience gained in the pilot program, the forms to be used were refined and it was decided that, as a beginning, such a program would be applied first to probationary appointees. Also, based on the experience so gained, a start was made on a similar training program for all supervisory employees in the city service, which program should be completed by the end of the calendar year, 1960. The reaction of the supervisory employees of the Purchasing Department and the Civil Service Commission to the training program was to the effect that unquestioned benefits were obtained in connection with their duties and responsibilities as supervisors.

Also of interest in this program was an Employee Opinion Survey, which was completed in the two departments used for the pilot program. This opinion survey indicated strong and weak points in problems of management and supervision and areas where improvement could be made.

As a result of this survey, recommendations were made that would lead to better organization and communications in both of these departments.

As a part of the employee development program, it became evident that there was an urgent need for training in specific fields. The in-service activities section assisted in the planning and completion of a course for data processing operators in cooperation with I.B.M.; the planning and completion of a course for legal stenographers in cooperation with the Unified School District; and a series of discussions with the University of California Extension Division leading to the development of courses applicable to supervisors in city employment. A municipal reference library collection was begun, limited at the start to books in the accounting and economic field. Plans are under way to coordinate these training efforts through the development and adoption of city-wide training policies.

V. <u>Statistical Summary of Activities</u>:

1. Comparison of expenditures for all appropriations with original budget appropriations for 1959-60:

	Appropriations	Expenditures
Fees and Compensations	$ 200.00	$ 17.00
Contractual Services	6,145.00	6,449.00
Materials and Supplies	5,150.00	5,980.00
Equipment	3,530.00	4,476.00
Fixed Charges	467.00	467.00
Salary Survey	12,500.00	11,213.00
Permanent Salaries	376,850.00	367,764.00
Temporary Salaries	11,000.00	10,999.00
Overtime	1,000.00	941.00
Supplemental Appropriations:		
Contractual services	1,280.00	
Materials and Supplies	375.00	
Equipment	964.00	

2. During the fiscal year the following number of examinations were held:

Type of Examination	Number of Examinations	Number of Applicants	Number of Eligibles
Regular Civil Service:			
Entrance	203	14,535	3,148
Promotive	77	3,334	649
Sub-Total	280	17,869	3,797
Limited Tenure (Regular)	96	1,025	491
Limited Tenure (General Bulletins)	220	1,993	1,109
Total	596	20,887	5,397

3. Salary Increases:

As the result of a salary survey in local private employment and other public jurisdictions throughout the State and, as a result of surveys made for positions in the craft classes, police and fire personnel and municipal railway operators, the following salary increases were granted effective July 1, 1960:

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Increased Cost Incl. Retirement
Sec. 151, 151.1 Administrative Clerical Professional, etc.	748	9,281	748	9,281	$2,351,102

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Increased cost Inc. Retirement
Section 151.					
Craft Classes	116	2,371	99	2,250	986,757
Municipal Railway classes	3	1,950	3	1,950	351,184
Sections 35.5.1, 36.2 Police & Fire	45	3,414	45	3,414	1,420,998
Totals	912	17,016	895	16,895	$5,110,041

4. Classification:

During the fiscal year, the Classification and Pay Division of the Commission reviewed the duties of the positions, and recommended classification actions in the numbers of cases as follows:

New classes established	14
New positions classified in Budget 1960-61	168
Salary ordinance amendments submitted	91
Positions reviewed and approved for continuance in existing classification	165 (approx)

5. Statistical summary of certifications and appointments:

Requisitions received:	
Permanent	2,384
Temporary	6,318
Certifications:	
Regular permanent	1,627
Limited Tenure permanent	660
Regular temporary	1,862
Limited Tenure temporary	1,030

6. Separations:

Resigned	592
Retired	288
Relinquished (name returned to list)	148
Deceased	75
Probationary appointments terminated	117
Laid Off (reduction in force)	28
Dismissed	27
Total Separations	1,275

Very truly yours

CIVIL SERVICE COMMISSION

George J. Grubb
General Manager, Personnel

Annual Report file

CIVIL SERVICE COMMISSION OF SAN FRANCISCO

151 City Hall

September 6, 1961

Annual Report

6 Sept '61

The Honorable
Mayor George Christopher
Room 200 City Hall
San Francisco 2, California

Dear Mayor Christopher:

In response to your request, we report herewith a statement of the major activities of the Civil Service Commission for the fiscal year 1960-1961.

I. CLASSIFICATION:

During the fiscal year 1960-1961, the J. L. Jacobs Company concluded the general classification survey of all positions in the city service except uniformed personnel of the Police and Fire Departments, and platform personnel of the Municipal Railway. On November 3, 1961, the Jacobs Company filed its final report, together with class specifications for 1051 classifications, which representated an increase of approximately 200 classes over the existing classification plan. The Jacobs Company recommendations were the result of analysis of statements of duties prepared for each position by employees and approved by department heads, desk or field audits of approximately 3000 positions, and a protest period which resulted in the revision of 400 class specifications.

As a result of the survey, many classification inequities which existed for a long period of time will be corrected. In addition, certain new classifications have been adopted by the Civil Service Commission which will result in considerable savings to the tax payers.

Upon receipt of the Jacobs report, the Civil Service Commission allowed department heads, employees, employee representatives, civil, public and professional organizations an additional period of time to protest class specifications and allocations of positions. Approximately 1250 protests were received.

On January 12, 1961, the Civil Service Commission adopted 643 class specifications which had not been protested during the protest period of December 1960. At each meeting of the Civil Service Commission following the meeting of January 12, 1961, the Commission adopted class specifications where protests regarding specifications had been resolved by staff members. As of June 30, 1961, 1041 out of the recommended 1051 class specifications had been adopted. As of July 1, 1961, 12 new classifications have been included in the annual salary ordinance.

In addition to the work incidental to the general classification survey, the Classification and Pay Division was required to maintain the present classification plan in order to facilitate the work of the various city departments. As a result of separate classification studies, 89 positions were reclassified.

II. a. SALARY STANDARDIZATION:

The Board of Supervisors again appropriated $12,500 to conduct a salary survey for employees subject to the provisions of section 151 of the Charter. The Bureau of Labor Statistics' contract for the survey of private employments was increased from $6200 to $7000 to cover operational expenses. The $12,500 appropriation, however, proved to be adequate to complete the salary survey, due to a decrease in staff expenditures and a reduction in the cost of printing and reproduction services.

The staff also conducted the annual salary survey for Police, Fire, Platform personnel and craft employments as required by Section 35.5.1, 36.2, and 151.3 of the Charter. Special salary reports were prepared as requested by the Blythe-Zellerbach Committee in its study of the activities of the Civil Service Commission.

At the request of the Board of Supervisors, and at the suggestion of the Blythe-Zellerbach Committee, a study is being made of the advisability of changing the method of setting salaries for employments within the service.

II. b. CHANGE IN PROCEDURE - SALARY ORDINANCE AMENDMENTS:

For the past several years the number of salary ordinance amendments submitted by the Civil Service Commission to the Board of Supervisors reflecting new positions and changes in classifications, approximated 100 amendments annually. Because of the hours of staff time involved, including employees of the Civil Service Commission, the Mayor's budget division, the Controller's budget division, the Finance Committee and the Board of Supervisors, and the cost of publication of such amendments, a change in procedure was indicated. Commencing in the fiscal year of 1961-61, the Commission initiated the procedure of submitting amendments to the salary ordinance on a quarterly basos, except for emergency situations. As a result of this change in procedure, the number of salary ordinance amendments was reduced from 91 in 1959-60 to 37 in 1960-61.

The quarterly salary ordinance amendment also affords a systematic plan for the maintenance of the classification system.

III. RECRUITMENT AND EXAMINATION SECTION:

In the year just ended, 870 examinations were held as compared with 596 for the preceding year. The number applicants was slightly below that of the preceding year. The number of eligibles placed on lists for appointment was 5,160 as compared with 5,397 in the preceding year.

The slight reduction in the number of applications received was due in part to the establishment of a policy by which for certain classes only applicants who had submitted proof of satisfactory service in other employment were permitted to file. This had the effect of significantly reducing the number of unacceptable applications filed for classes such as Orderly, Porter, Janitor and School Janitor. Advertising which was done for recruitment purposes was to an increasing extent directed toward special groups through professional journals as in the case of registered nurses.

A large number of new classifications was adopted as a result of the Jacob's Classification Survey and the review of its findings by the Civil Service Commission. As the new class titles are made effective in the Salary Ordinance and the status questions are resolved by the Civil Service Commission, many needed examinations will be identified. The extent of the work which this process will necessitate is impossible to foresee at this time.

Limited tenure examinations were used during the course of the year to provide needed services in classes for which recruitment of fully qualified personnel continued extremely difficult. Department heads in some instances were undecided as to the duties which they wish to allocate to a particular position and therefore asked that limited tenure examinations be held so as to provide service on an interim basis pending final decision as to the composition of the duties of a particular job.

The higher standards toward which recruitment has been directed in recent years were continued. The incisiveness of these standards was shown in the examination completed for Class Q2 Policeman in January of 1961 where 70 eligibles were selected from 1260 applicants. A similar indication of the high selectivity practiced during the year is shown in the examination for H2 Fireman just completed in which 87 eligibles were selected from a group of 1050 applicants.

The 026 IBM Key Punch Machine which was installed a year ago was used in processing 2389 applications by machine methods. This limited IBM application is useful in helping to eliminate the peak loads created by large examinations. The Central Tabulating Bureau did the actual tabulating of examination notices, eligible lists and history cards. A study is being made at the present time of the practicality of further applying electric data processing to the grading and summarizing of examination results.

The Charter amendments of June 1961 included a provision for shorter posting periods for tentative eligible lists. The two-week period for posting of eligible lists was reduced to three days for entrance

examinations and five days for promotional examinations. This has resulted in earlier certifications of eligibles to vacancies which has meant better service to department heads and faster employment for the eligibles themselves.

IV. IN-SERVICE ACTIVITIES:

During the fiscal year 1960-1961, the Development Evaluation plan was introduced in major city departments; a training program for supervisors in the application of the Development Evaluation plan was instituted; training in special subject matter fields was offered to all departments; surveys were made of employees and supervisors opinions and frequent conferences were held with the management of all departments as part of a program to improve inter-department communications.

Development-Evaluation Program

The Development Evaluation plan, applied in two departments on a pilot basis in the preceding fiscal year, was further modified and improved. Its application was extended to probationary employees in all major city departments. A manual setting forth the aims of the plan and its method of operation, The Supervisors's Guide to the Development-Evaluation Program, was published October 31, 1960. A revised draft, reflecting the opinions of appointing officers and supervisors, was issued January 16, 1961. Based on research results and the experiences obtained from application of the plan, another draft of the Guide was finished during this fiscal year and published on July 1, 1961.

Conferences with the middle management of city departments were initiated in May to provide information on application of the program. Additional information on Development-Evaluation was imparted to appointing officers in a series of conferences, and in a one day consultation program attended by appointing officers and city department heads.

Training Program

Training of supervisory employees in the application of the Development-Evaluation program was necessary. A curriculum was developed by In-Service staff and published as a course syllabus by the San Francisco Unified School District. During the fiscal year, approximately one thousand supervisors were trained in the methods to be used in applying the Development-Evaluation plan to probationary employees. The school district provided four instructors for this purpose.

Results of the training program in development-evaluation were validated by opinion surveys and comparison of selected groups. A gain in factual information of 18% was found for those who completed the course. Plans for further validation of results were initiated in this fiscal year which will be developed when additional staff is available.

In addition to training in development-evaluation methods, seven other courses were developed by our staff and provided to city employees by the school district. These courses included Work Simplification for Supervisors, Practicing Supervision Methods, and Effective Letters and Reports. A course in the Management of Data Processing Installation was developed through the courtesy of International Business Machines.

Communication

Two major opinion surveys were completed; one in December, of 384 supervisors and one in February, of 359 supervisors. Results of these surveys were published in February and given wide circulation to Appointing Officers and Department Heads.

A newsletter, The Training News, was established in October and was published weekly for the duration of the first and second sessions of the training course for supervisors.

V. STATISTICAL SUMMARY OF ACTIVITIES:

1. Comparison of expenditures for all appropriations with original budget appropriations for 1960-61:

	Appropriations	Expenditures
Fees and Compensations	$ 200.00	$ 12.21
Contractual Services	7,760.00	7,266.24
Materials and Supplies	5,965.80	5,416.21
Equipment	3,027.91	2,919.33
Fixed Charges	473.00	473.00
Salary Survey	12,500.00	11,895.18
Permanent Salaries	396,274.20	393,819.41
Temporary Salaries	16,840.00	16,674.96
Overtime	1,000.00	984.00
Supplemental Appropriations:		
Contractual Services	825.00	671.56
Materials and Supplies	------	------
Equipment	------	-------
Policeman's Examination*	4,342.00	------

* to be expended during fiscal year 1961-62

2. During the fiscal year the following number of examinations were held:

Type of Examination	Number of Examinations	Number of Applicants	Number of Participants	Number of Eligibles
Promotive	60	1,099	803	312
Entrance	347	13,080	5,966	2,981
Limited Tenure (Regular)	127*	2,907	1,154	1,154
Limited Tenure (General Bulletins	336*	1,187	1,187	713
TOTALS	870	18,273	9,110	5,160

* Number of classifications for which examinations were conducted.

3. Salary Increases:

As the result of a salary survey in local private employment and other public jurisdictions throughout the State and, as a result of surveys made for positions in the craft classes, police and fire personnel and municipal railway operators, the following salary increases were granted effective July 1, 1960:

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Increased Cost Incl. Retirement
Sections 151, 151.1					
Administrative Clerical Professional, etc.	780	9,399	554	7,839	$2,221,650
Section 151.3					
Craft Classes	112	2,375	95	2,205	800,965
Municipal Railway Classes	3	1,950	3	1,950	388,000
Sec. 35.5.1, 36.2					
Police and Fire	43	3,404	43	3,404	2,408,751
Totals	918	17,128	695	15,398	5,819,366

4. Classification:

During the fiscal year, the Classification and Pay division reviewed the duties of positions, and recommended classification actions in the following categories:

New classes established	196
New positions classified in Budget 1961-62	352
Salary Ordinance amendments submitted	37
Positions reclassified	89

5. Statistical summary of certifications and appointments:

Requisitions received:	
Permanent	2,454
Temporary	6,147
Certifications:	
Regular permanent	2,282
Limited Tenure permanent	736
Regular Temporary	2.030
Limited Tenure temporary	1,375

6. Separations:

Resigned	582
Retired	312
Relinguished (name returned to list)	159
Deceased	88
Probationary appointments terminated	127
Laid off (reduction in force)	14
Dismissed	16

Very truly yours,

CIVIL SERVICE COMMISSION

George J. Grubb
General Manager, Personnel

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CIVIL SERVICE COMMISSION OF SAN FRANCISCO

151 City Hall

September 7, 1962

Annual Report

The Honorable
Mayor George Christopher
200 City Hall
San Francisco, California

Dear Mayor Christopher:

In response to your request, we report herewith a statement of the major activities of the Civil Service Commission for the fiscal year 1961-1962.

I. CLASSIFICATION:

During the fiscal year 1961-1962 the Civil Service Commission initiated procedures to put into effect the new position classifications which resulted from the general classification survey concluded in the previous fiscal year. By salary ordinance amendment in December, 1961, the first large group of 422 positions in 117 new classifications were changed to the new classification set-up. In the new budget, effective July 1, 1962, approximately 7500 positions in 700 new classifications were established.

A proposed draft of a rule governing status rights of employees for assignment to new classifications was prepared and presented the department heads, employees, employee representatives, and other interested parties in March, 1962. This draft was the subject of a number of study conferences and was revised several times prior to submission to the Commission. (The rule was adopted by the Civil Service Commission on August 16, 1962, and will be the basis for ruling on the status rights of employees whose status rights were not heretofore determined by Commission action.) It is anticipated that by the close of the fiscal year 1962-1963 all positions except those in which employees' basic rights would be affected will be under the new classification plan.

II. SALARY STANDARDIZATION:

The Civil Service Commission was authorized by the Board of Supervisors to conduct a salary survey for employees who are subject to the provisions of Section 151 and 151.1 of the charter. The Bureau of Labor Statistics surveyed private employments in accordance with the contractual arrangement which has been in operation for several years. Although the Bureau of Labor Statistics' contract, tabulation, and printing costs have increased from year to year, staff economies have allowed the survey to be completed within the allotted appropriation.

The salary survey for miscellaneous employees resulted in increased salaries for 9,245 employees in 943 classifications, with the total estimated cost of $3,426,833.

The staff also conducted its annual salary survey for Police, Fire, Platform and Craft employments, as required by Sections 35.5.1, 36.2, and 151.3 of the Charter.

This year, for the first time, the format of the salary reports was changed to reflect the new classifications and occupational grouping recommended in the general classification survey. It was also possible for the staff to gather additional salary data, particularly in the Los Angeles area for many classifications which previously showed "no job comparability". This resulted in a more precise salary report which was favorably received.

For the first time, the staff also gathered salary and classification data from the University of California, both at the Berkeley campus and the Medical Center in San Francisco.

III. RECRUITMENT AND EXAMINATION SECTION:

In the fiscal year just ended, 1027 examinations were held as compared with the 870 held in the preceding year, a gain of 18%. The number of applications filed was 20,638, a 12% rise over the 18,273 filed last fiscal year. The number of eligibles placed on lists was 5,187, slightly more than the 5,160 of the preceding year.

A further breakdown of the above statistics relative to the kinds of examinations held shows that, with an increase of 21% in the number of promotive examinations held, there were 110% more applications filed, 106% more participants and a rise of 96% in the number of eligibles placed on promotive lists. In entrance examinations a rise of 20% in number of examinations held produced an increase of 9% in number of applicants, 28% in number of participants and 9% in number of eligibles over the preceding year. Limited Tenure examinations rose in number by 16% but the number of applicants decreased by 14.4%, the number of participants decreased 33% and the number of eligibles decreased 29%.

The above statistics indicate that the promotive opportunities for city employees have been greatly expanded and that almost twice as many city employees have attained eligibility status to higher positions through the promotive examination process. The numbers of eligibles on entrance lists has increased only slightly, whereas the number of eligibles on Limited Tenure lists is almost a third less than in the preceding year.

The use of the pre-application card instead of the regular application form was instituted for all classes for which a large number of applicants was anticipated, i.e., Fireman, Policeman, Clerical classes. Such applicants were given the examination announcement, and if they believed that they met the minimum requirements, they filled out a short pre-application card. After the written tests were scored, only the successful candidates were mailed an application which was to be completed and returned when they appeared before the oral board. Thissystem greatly reduced the number of applications on file which would have to be processed for those applicants who would not appear for the written test or failed to pass.

Another innovation of the past fiscal year was the speed-up in the process of testing for the typist-stenographer classes. Examinations for these classes are now held on alternate Fridays, and under the new procedures a successful applicant can be offered appointment one week after the test was taken.

The higher standards required of entrance applicants is particularly evident in the examinations for Policeman and Fireman. These candidates are now required to pass an oral examination, and character investigations must be completed before the eligible lists are published. Careful screening of applicants in Police examination held in December, 1961, resulted in a list of 60 eligibles selected from the original filing by 1065 applicants. It is anticipated that in order to meet the needs of the department, three Police examinations will have to be held during the coming fiscal year.

With the adoption of the new classification plan and the increase in the number of new classes, plus the new positions established in the budet and the increase in promotive opportunities offered city employees, the Examining and Recruitment Section enters the new fiscal year with a tentative backlog of 202 classes for which examinations must be held. It will be only after the Classification Survey has been finally completed,with all allocations made and all status problems resolved, that the Examining Division will have a clear picture of the needs to be met.

In order to help meet this backlog of examination work without adding to staff personnel, the Commission proposed a new procedure for administering limited tenure appointments. During the fiscal year, department heads and their representatives and employee organization representatives were called in for a number of meetings to discuss a procedure for delegating the recruitment and appointment of limited tenure personnel to appointing officers. The discussions resulted in the adoption by the Commission of a new limited tenure rule on July 5, 1962. It had been estimated that the Examination Section was devoting as much as 20% of its time to the administration of limited tenure examinations. The release of this manpower to work upon the regular examination backlog should serve to speed up the adoption of regular eligible lists to replace with regular civil service appointees, limited tenure appointees. The limited tenure procedure should ultimately serve to decrease the workload involved in payroll checking and certification of eligibles.

IV. IN-SERVICE ACTIVITIES:

Development-Evaluation Program for Probationary Employees.

The Development-Evaluation plan, introduced to major departments in the preceding fiscal year, was applied to probationers in all city departments except uniformed personnel. The program was further modified and improved based on the opinions of employees, supervisors and department heads obtained through surveys and conferences. A Guide to the Development-Evaluation Program for Probationary Employees was published October 2, 1961.

Conferences with appointing officers and middle management of major city departments were held between October and January to clarify responsibility shared between line management and the staff of the Civil Service Commission for improvement of probationers. An outgrowth of these conferences was establishment of an Advanced Development-Evaluation course for supervisors in January of this year.

General Training Program.

The goal of the training function is improvement of service to the public through continuing development of the capacities of each city employee. The availability of the In-Service Activities staff to assist departments that desired aid in training was offered by the General Manager, Personnel, in a conference with appointing officers early in the fiscal year. This offer resulted in participation of our staff on the Park Department Training Committee and on the Training Committee for Code Enforcement Problems.

In addition to the above, training was offered in the following subjects: Reading Improvement; Work Simplification; Effective Letter Writing; Improving Memory Retention; Effectiveness in Dictating; Personnel Administration; Principles of Sewage Treatment. One hundred ninety-seven employees completed these classes; two-thirds of employees attended these courses at evening and Saturday sessions. Surveys of class opinion demonstrated the excellence of instruction provided by the School District instructors and the practicality of the subject matter.

Training in specialized subjects was sponsored jointly by the School District, interested departments, and employee organizations.

Training Steering Committee.

This committee was formed in August, being the first city-wide committee created to delineate training problems and policies and future needs of city departments in the training field. A contribution of this committee was completion of a training survey in all city departments in March of this year. The Training Steering Committee is currently working on modifications of city training policies as a result of the findings of the survey of appointing officers.

An outcome of the Steering Committee survey was sponsorship of an ordinance to provide assistance to employees who attend recognized educational institutions. This ordinance was considered by the Judiciary Committee in February and favorable action is expected during the next fiscal year.

High School Diploma Program.

The policy of the Civil Service Commission in upgrading requirements for promotive examinations emphasized the importance of high school graduation. A program leading to the high school diploma offered by the School District was publicized through our staff to city employees. Over two hundred employees enrolled in this program in the spring semester and are currently working towards their diplomas. The In-Service Activities Division's efforts to stress this program have continued with considerable success. The School District has commented on the high level of ability and motivation of the city employees now enrolled.

Training in Data Processing.

In cooperation with the Controller's Department and the School District,

the Civil Service Commission assisted in preparation of an introductory series of courses designed to give employees a general understanding of data processing methods.

Coro Foundation Internship Program.

Staff members of the Commission in the In-Service Activities Division continued their assistance with the intern program of the Coro Foundation which provided for two interns to take intensive training in the areas of examinations, salary and wage policies and practices, and training.

V. STATISTICAL SUMMARY OF ACTIVITIES:

1. Comparison of expenditures for all appropriations with original budget appropriations for 1961-62:

	Appropriations	Expenditures
Fees and Compensations	$ 200.00	$ 5.55
Contractual Services	12,683.00	7,590.08
Materials and Supplies	7,158.00	7,158.00
Equipment	2,170.00	2,170.00
Fixed Charges	467.00	556.00
Salary Survey	12,500.00	11,302.00
Permanent Salaries	437,955.00	429,180.20
Temporary Salaries	12,750.00	12,750.00
Overtime	1,000.00	1,000.00
Supplemental Appropriations:		
Materials and Supplies	800.00	248.81
Equipment	1,162.00	748.93
Temporary Salaries	22,839.00	14,438.67
Overtime	2,911.00	906.10
Replacement of Employee Assigned to EDP Program	2,290.00	1,742.47

2. During the fiscal year the following number of examinations were held:

Type of Examination	Number of Examinations	Number of Applicants	Number of Participants	Number of Eligibles
Promotive	73	2,305	1,736	613
Entrance	418	14,829	7,634	3,257
Limited Tenure (Regular and General Bulletins)	536*	3,504	3,504	1,317
	1,027	20,638	12,874	5,187

*Number of classifications for which examinations were conducted.

3. Salary Increases:

As the result of a salary survey in local private employment and other public jurisdictions throughout the State and, as a result of surveys made for positions in the craft classes, police and fire personnel, and municipal railway operators, the following increases were granted effective July 1, 1962:

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Increased Cost Incl. Retirement
Sec. 151, 151.1 Administrative Clerical Professional, etc.	943	10,282	745	9,245	$3,426,833
Sec. 151.3 (Craft)	115	2,168	97	1,866	1,029,000
" " Municipal Railway	3	1,790	3	1,790	378,566
Sec. 35.5.1, 36.2 Police and Fire	43	3,404	43	3,404	552,064
Totals	1,104	17,644	888	16,305	$5,386,463

4. Classification:

During the fiscal year, the Classification and Pay Division reviewed the duties of positions, and recommended classification actions in the following categories:

New positions classified in 1962-63 Budget	272
Salary Ordinance amendments submitted	31

Number of employees in various categories as a result of the general classification survey, effective july 1, 1962 (exclusive of Police and Fire uniformed forces and operating personnel of Municipal Railway:

Status granted in new classes because of mere retitling of the old class (class equivalents). (This figure includes approx. 2,000 craft employments)	7,000
Status granted by Civil Service Commission action where duties and responsibilities deemed to be comparable.	3,000
Remaining employees whose status has not yet been determined.	2,100
	12,100

5. Statistical summary of certifications and appointments:

Requisitions received:

Permanent	3,100
Temporary	6,109

Certifications:

Regular permanent	1,843
Limited Tenure permanent	744
Regular temporary	1,634
Limited Tenure temporary	1,593

6. Separations:

Resigned	634
Retired	345
Relinquished (name returned to list)	166
Deceased	80
Probationary appointments terminated	118
Laid off (reduction in force)	2
Dismissed	37

Very truly yours

CIVIL SERVICE COMMISSION

Harry Albert

Harry Albert
Acting General Manager, Personnel

HA:IW

CIVIL SERVICE COMMISSION OF SAN FRANCISCO

151 City Hall

Annual Report

September 11, 1963

The Honorable
Mayor George Christopher
200 City Hall
San Francisco, California

Dear Mayor Christopher:

In response to your request of July 26, 1963, we report herewith a statement of the major activities of the Civil Service Commission for the fiscal year 1962-1963.

I. CLASSIFICATION:

On July 1, 1962, the Budget and Salary Ordinance reflected the reallocation of approximately 10,000 positions to the new classification plan which resulted from a general classification survey initially conducted by the J. L. Jacobs Company of Chicago and completed by the staff of the Civil Service Commission. As of July 1, 1963, there remained in the former classification plan 88 classes, which included approximately 1270 employees. The former classifications are being eliminated as problems related thereto are resolved by action of the Civil Service Commission.

A status resolution adopted by the Civil Service Commission resulted in the granting of status in the new classes to approximately 3800 employees.

In June 1963 the Civil Service Commission began a series of open hearings at which requests for reallocations of position which had been submitted in the aforementioned survey by employees, employee representatives and department heads were heard. These hearings will be in three parts: First, requests for reallocations of positions originally submitted by employees immediately after the submission of the J. L. Jacobs report; second, requests for reconsideration of allocation of positions and requests for grants of status; third, recent requests of employees, employee representatives and department heads requesting upgrading of positions.

II. SALARY STANDARDIZATION:

The Commission staff again conducted a salary survey for employees whose compensations are subject to Sections 151, 151.1, 151.3, 35.5.1 and 36.2 of the Charter.

The salary survey for miscellaneous employees (Sections 151 and 151.1) resulted in an increase of salaries for 9759 positions in 983 classifications, with the total estimated cost of $2,595,728.

III. HEALTH AND WELFARE:

As a result of court decisions in cases brought by craft unions, health

and welfare benefits included in labor agreements and paid by private employers into health and welfare funds must be paid in cash as part of the rate of pay to city craft employees. The annual salary ordinance now includes the value of such health and welfare benefits according to each prevailing bargaining agreement contract. Based on contentions made by this office, the court held that the city and county could take as an offset the amount of money contributed by the city to the employee' health service plan and the value of the death benefit payment made by the Retirement System. The three to four cents per hour offset against health and welfare payments approximating ten cents per hour represented substantial savings.

IV. RESULTS OF SALARY SURVEY:

As the result of a salary survey in local private employment and other public jurisdictions throughout the State, and, as a result of surveys made for positions in the craft classes, police and fire personnel, and municipal railway operators, the following increases were granted effective July 1, 1963:

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Increased Cost Incl. Retirement
Sec. 151, 151.1					
Admin., Clerical, Professional, etc.	983	9,957	879	9,759	$2,595,728
Sec. 151.3					
Craft	84	2,168	75	1,925	631,660
Muni Railway	3	1,790	3	1,790	530,641
Sec. 35.5.1, 36.2					
Police & Fire	43	3,404	43	3,404	1,719,766
TOTAL	1,113	17,319	1,000	16,878	$5,477,795

During the fiscal year the Classification and Pay Division reviewed the duties of positions and recommended classification actions in the following categories:

New positions classified in 1963-64 Budget 195
Salary Ordinance amendments submitted 19

Numbers of employees in various categories as a result of the general classification survey, effective July 1, 1963 (exclusive of Police and Fire uniformed forces and operating personnel of Municipal Railway):

Status granted in new classes because of mere retitling of the old class (class equivalents) 7,000
(This figure includes approximately 2,000 craft employments)

Status granted by Civil Service Commission action where duties and responsibilities deemed to be comparable 3,830

Employees remaining in the former classification plan in order to avoid an adverse effect upon them or due to continuing classification problems 1,270
Total 12,100

V. RECRUITMENT AND EXAMINATION SECTION:

In the year just ended 503 regular examinations were held as compared with 491 for the preceding year. The number of applicants for these examinations was 14,461, as compared with 17,134 in the preceding year. The number of eligibles placed on regular lists was 3,608, as compared with 3,870 in the preceding year.

The reduction in the number of applications was due in part to the establishment of a policy by which for certain classes only applicants who had submitted proof that they met the minimum qualifications were permitted to file. More extensive counseling of prospective applicants has been done before acceptance of applications to assist the applicant to apply only for those examinations for which he is fully qualified. Applicants whose education and experience do not prepare them to qualify for examinations currently open for filing are encouraged to review the extensive job opportunities which exist in the new classification plan. Advertising, which was done for recruitment purposes, utilized newspapers and professional journals most likely to reach the greatest numbers of qualified applicants.

The new classifications adopted as a result of the Jacobs Classification Survey have provided excellent job descriptions as a basis for recruitment and examining. However, prior to their adoption a number of examinations were postponed pending adoption of the new classifications during the course of the year. With the adoption of the new classifications, new minimum requirements for admission to examinations have been developed. In promotional examinations promotional lines are being redefined. Such redefinitions have been made with a view toward improving the service, but also with concern for the protection of the rights of present city employees.

The limited tenure program of appointments was decentralized and delegated to the various departments so that the staff time involved in this department for such limited tenure appointments could be devoted to the regular civil service examination program. The problems of administration which are often experienced in such a significant change were such that the results were not as good as expected, However, the number of emergency non-civil service employments was reduced very significantly and some departments were better manned then they had been for years. This department has worked on a program to minimize limited tenure appointments by requesting the resources necessary to provide regular civil service eligibles for the service as a whole.

The delegation of the limited tenure examination program to the operating agencies freed sufficient staff time to hold two examinations for Policeman and one examination for Fireman during the year without supplementary appropriations. The most extensive character investigations ever made in this jurisdiction were followed through for these classifications. The purpose of these investigations was to establish to the fullest extent possible that new recruits to these two vital services were of the highest physical, mental, and moral caliber. The 31st list of Policeman contained 58 men selected from 980 applicants. The 32nd list of Policeman contained 68 men selected from 698 applicants. The 21st list of Fireman contained 139 men selected from 936 applicants.

The cooperation provided by the Police Department in the investigations of police applicants was outstanding and deserving of the highest commendation. Similar cooperation has been shown by the Fire Department in helping to screen

Fireman applicants, and by the Municipal Railway in reviewing the driving records of Bus Drivers, Conductors and Motormen.

The examination program contains some thirty examinations which are given on a monthly basis. These represent largely classifications related to the medical field, social welfare field, and other classes for which there is a critical and continuing need with qualified applicants in short supply. Examinations for Junior Typist, Junior Stenographer, Typist-Clerk and Stenographer-Clerk are given on alternate Fridays in order to provide needed office workers. In addition, some 45 examination announcements are open for filing at any one time. The usual filing period for an examination is between three and four weeks. As some examinations close for receipt of applications, others are constantly being opened. New examinations to be announced face a severe shortage of recruits for professional and all other types of employment.

SUMMARY OF EXAMINATIONS

July 1, 1962 to June 30, 1963

Type of Examination	Number of Examinations	Number of Applicants	Number of Participants	Number of Eligibles
Entrance:				
Regular	85	7,183	3,935	1,010
Continuous	353	5,490	2,868	1,994
	438	12,673	6,803	3,004
Promotive:				
Regular	62	1,764	1,241	591
Continuous	3	24	17	13
	65	1,788	1,258	604
Total	503	14,461	8,061	3,608

VI. IN-SERVICE ACTIVITIES:

Development-Evaluation Program for Probationary Employees:

The development-evaluation program introduced to departments in fiscal year 1961 was continued during the current fiscal year. Four classes in the training of new supervisors in development-evaluation were completed during the year; seventy-six supervisors participated. The staff has completed a survey of supervisors and probationary employees who have participated in the program. This study indicates employees and supervisors recognize the importance the conferences play in the development of the employee. As a result of this survey, the staff is currently evaluating changes and amendments to further improve the plan.

General Training Program:

In line with further improvement of the public service through continuing development of the capacity of each city employee, the In-Service Activities

staff assisted the various departments in providing the following training programs during the last fiscal year:

(1) A course in Community Relations for Code Enforcement Inspectors of the Public Health, Fire and Public Works Departments was provided. Instructional help was supplied by the Adult Division of the San Francisco Unified School District; 132 Inspectors have participated in the course.

(2) A course in Control Systems for Stationary Engineers was provided. Instructional help was supplied by the San Francisco Unified School District; the instructor was a representative of private industry; 45 city employees participated in the training course.

(3) Following a series of meetings with Recreation and Park Department management and representatives of various employee groups, a course in Advanced Ornamental Horticulture for skilled gardeners and supervisory personnel will begin in September, 1963. Instructional help will be provided by the San Francisco Unified School District, and the facilities of the City College's Department of Ornamental Horticulture will be used for this course. Sixty employees will participate in the first class; this class will last for 32 weeks. The program will be extended to gardening classifications in other city departments, and it is anticipated that approximately 200 employees will participate in this training program during the next two years.

(4) Following a series of meetings with the representatives of the School Community Improvement Program of the San Francisco Unified School District, the staff has developed a training course for prospective employees of the City and County of San Francisco in janitorial and related custodial classes. This class will begin in October of this year and will provide a training program for high school drop-outs, potential high school drop-outs, and referrals from the State Department of Employment. The training course will include instruction in janitorial methods and techniques, personal appearance and personal relations. Under this program 25 prospective job applicants will be trained for a period of four months; there will be three semesters a year; a total of 75 applicants will be trained annually.

Reimbursement for Tuition:

The Board of Supervisors during the past fiscal year authorized partial or full reimbursement to city and county employees and officers for costs of tuition at accredited schools. Full reimbursement and related costs will be provided for training in present job duties, and fifty per cent reimbursement for training for promotion. The provisions of this ordinance will become effective when funds have been appropriated and are available.

High School Diploma Program:

The Civil Service Commission and the staff are aware of the need for at least a high school education and advanced training as a minimum requirement for more and more positions in the city service. A program leading to the high school diploma offered by the School District has been publicized to city employees. In this connection the Commission provided an advisory and liaison service for interested employees and informed them of the need for a high school diploma as a

requirement for advancement in the service. Over two hundred employees have enrolle in this program since its inception; six city employees graduated from the 1962 fal class with a high school diploma; an additional thirty-six employees were enrolled in a most recent class for the spring semester and will continue in the fall.

Training in Data Processing:

In cooperation with the Controller's Office and the School District, the Civil Service Commission continued an introductory series of courses designed to give employees a general understanding of data processing methods. Forty such classes were completed during the past year; approximately nine hundred city employees participated in the classes; fifty-two of these employees completed a cou in computer operator's training; one hundred twenty-five employees completed a tabulating course sponsored by the School District.

Coro Foundation Internship Program:

Staff members of the Commission in the In-Service Activities Division continued their assistance with the intern program of the Coro Foundation. During the year two interns closely observed the work of the Commission in the areas of examinations, classification, salary and wage administration, and training. A staff member represented the Commission as a member of the 18th Annual Coro Foundation Selection Committee.

VII. STATISTICAL SUMMARY OF ACTIVITIES:

Comparison of expenditures for all appropriations with original budget appropriations for 1962-63:

	Appropriations	Expenditures
Fees and Compensations	$ 50.00	$ .00
Contractual Services	10,281.00	9,309.54
Materials and Supplies	6,800.00	5,052.49
Equipment	1,792.00	1,792.00
Fixed Charges	567.00	566.00
Salary Survey	12,500.00	11,180.78
Permanent Salaries	473,481.00	455,581.75
Temporary Salaries	26,000.00	25,877.10
Overtime	1,250.00	423.00*
Police Examination	1,500.00	1,398.00
Electronic Data Processing-(Temp.Salaries)	30,555.00	14,498.73**
Implementation of new Classification Plan	20,426.00	7,307.50**

(As reflected by Controller's Appropriation Statement for period ended 6-30-63)

*Due to the changeover of personnel and payroll records resulting from the implementation of the new classification plan, most overtime expenditures for fiscal year 1962-63 was charged to 2.121.955.111 rather than 2.121.111.000.

**Special Appropriations - Funds carried over to fiscal year 1963-64 since work is not yet completed.

Statistical summary of certifications and appointments for period 1962-63:

Requisitions Received:

Permanent	3,286
Temporary	6,737

Certifications:

Regular Permanent	2,255
Limited Tenure Permanent	1,579
Regular Temporary	1,537
Limited Tenure Temporary	2,461

Separations:

Resigned	670
Retired	325
Relinquished (Name returned to list)	199
Deceased	94
Probationary Appointments Terminated	104
Laid Off - Reduction in Force)	-
Dismissed	24*

*6 appealed - 4 appeals denied; 1 appeal under submission; 1 off calendar.

Very truly yours

CIVIL SERVICE COMMISSION

George J. Grubb
General Manager, Personnel

CIVIL SERVICE COMMISSION OF SAN FRANCISCO

151 City Hall

Annual Report

August 28, 1964

The Honorable
Mayor John F. Shelley
200 City Hall
San Francisco, California

Dear Mayor Shelley:

In response to your request of July 21, 1964, we report herewith a statement of the major activities of the Civil Service Commission for the fiscal year 1963-1964.

I. CLASSIFICATION:

During the fiscal year 1963-1964, this office continued the work of putting into effect the recommendations of the general classification survey. As of July 1, 1964, there remained in the former classification plan 85 classes which included approximately 856 employees. The former classifications are being eliminated as problems relating to their continuance are resolved by action of the Civil Service Commission.

At regular meetings during the fiscal year, the Civil Service Commission conducted hearings to resolve requests for reallocation of positions resulting from the general classification survey. In addition, the Commission took action on classification matters which have been brought to its attention since the adoption of the general classification survey.

During the fiscal year, 460 positions were reallocated or reclassified. While many of the reallocations simply reflected recommendations of the general classification survey, others required desk and field audits which occupied many man-hours of staff time. Some of these staff investigations are as follows:

1. An evaluation of all clerical positions assigned to the secondary schools in San Francisco.

2. A study of the janitorial services at the San Francisco International Airport.

3. A field audit of the duties of Stockmen assigned either to the main warehouse in the Board of Education or in the maintenance and upkeep of the physical properties of the public schools.

4. An evaluation of duties performed by Theatre Janitors in the War Memorial Opera House with particular reference to the application of the Theatre Janitors' Agreement which exists in private employment.

5. An analysis of the Airport Communications Service at the International Airport, resulting in a retitling of the positions to Airport

Communications Operator, as well as a revision of the class specification for these positions.

6. During the fiscal year, the State Education Code was amended, resulting in the blanketing into civil service 76 positions assigned to the Child Care Centers operated by the School Department. These positions were classified by the staff and approved by the Civil Service Commission.

7. In addition, 86 positions were created in the Public Welfare Department by action of the State Legislature, and 4 positions were created in the Department of Public Health as a result of the same legislative action. These positions were analyzed by the staff, and the resulting classifications were adopted by the Civil Service Commission.

During the fiscal year the Classification and Pay Division reviewed the duties of positions and recommended classification actions in the following categories:

New positions classified in 1964-65 Budget 228
Salary Ordinance amendments submitted 38

II. SALARY STANDARDIZATION:

The staff of the Classification and Pay Division again conducted salary surveys for employees whose compensations are subject to Sections 151, 151.1, 151.3, 35.5.1 and 36.2 of the Charter.

As a result of such salary surveys in local private employment and other public jurisdictions throughout the State, and as a result of surveys made for positions in the craft classes, police and fire personnel, and municipal railway operators, the following increases were granted effective July 1, 1964:

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Increased Cost Incl. Retirement
Sec.151, 151.1					
Adm.,Clerical, Professional,etc.	1,082	11,139	1,004	11,042	$4,162,618
Sec. 151.3					
Craft	75	1,761	75	1,761	960,820
Muni Railway	3	1,783	3	1,783	484,557
Sec. 35.5.1, 36.2					
Police & Fire	39	3,443	39	3,443	1,106,335
	1,199	18,126	1,121	18,029	$6,714,330

III. COURT ACTIONS INVOLVING CLASSIFICATION AND SALARY ADMINISTRATION:

1. Henry Thomlinson, et al vs. City and County of San Francisco: Superior Court 525381.

This case involved a setting of a rate for Powerhouse Operators under Charter Section 151.3. In April, the Civil Service Commission certified a rate of $135.15 a week, based on the P.G. & E. contract for a sub-station considered comparable to the Municipal Railway Powerhouses.

In investigating a protest regarding the rate, the staff discovered that the rate certified in April related to a Powerhouse located outside of the geographical limits of San Francisco. Therefore, a new rate of $131.40 was substituted in July.

The petitioners claimed that the rate as certified in April could not, therefore, be changed by substituting another rate and that the City was restrained from such action even though the powerhouse from which the original rate was obtained was located outside of San Francisco. The Court denied the petition, and the rate certified for the powerhouse within San Francisco was held to be legally adopted. The Appellate Court upheld this decision, and the action was made final by refusal of the Supreme Court to hear further appeal.

2. Ballesteros, et al vs. City and County of San Francisco: Superior Court 528225.

Petitioners claimed that the rate for Assistant Gardener should be based on the Laborer's rate, which is set under Charter Section 151.3. By judgment of the Court the Civil Service Commission was directed to set salaries for 1962-63 and 1963-64 under Charter Section 151, "so that they bear a realistic relationship in accordance with the findings on file" with contract rate for Laborer. The judgment further held that the maximum rate of pay for Assistant Gardeners should be 90% of the Laborer's rate.

This judgment was retroactive to July 1, 1962. Supplemental timerolls are now being prepared to compensate Assistant Gardeners as directed by the Court.

3. Freed, et al.vs. City and County of San Francisco: Superior Court 531299.

Employees in class 7530 Street Cleaner initiated court action demanding the Laborer's rate of pay for this work. This case has not come to trial.

4. Forstner, et al vs. City and County of San Francisco: Superior Court 533249.

The salary schedule for employees in the old class of T56 Probation Officer was set somewhat higher than the salary schedule for the new class of 8410 Probation Officer, Juvenile Court, on the basis of data reflecting the right of employees in the old class to perform a wider range of duties than

those employees appointed to the new class. Petitioner appointed in the new class of 8410 Probation Officer, Juvenile Court, demanded that the same salary range be applied to the new class as was fixed for the old class of T56 Probation Officer. The Court held in favor of petitioners, and the case is now under appeal.

5. Carl W. Waller, et al vs. City and County of San Francisco: Superior Court 529444.

The petitioner, a Powerhouse Operator, demands that the provisions of the P. G. & E. contract, setting a work week of five days to start on any day of the week, not be used, but that other provisions referring to Monday through Friday or Tuesday through Saturday as work weeks be made applicable to city and county employees.

This case has not come to trial.

IV. RECRUITMENT AND EXAMINATION DIVISION:

During fiscal year 1963-1964, 554 regular examinations were held compared with 503 for the preceding year, or an increase of 10%. The number of applicants for these examinations was 19,613, as compared with 14,461 in the preceding year, or an increase of 36%. The number of eligibles placed on regular lists was 5,258, as compared with 3,608 in the preceding year, or an increase of 46%.

Some of the factors which account for the increased production figures noted above are: An increase in the number of promotional opportunities offered during the year (62 regular promotional examinations in prior fiscal year and 116 regular promotional examinations during 1963-64); an increase in funds approved for advertising, making it possible to attract larger numbers of qualified applicants; the relocation of the Recruitment Section from the basement of the City Hall to an improved location on the main floor of City Hall; the annual adjustment of salary and wage schedules to keep the city and county in line with changes in economic conditions.

The new job descriptions which were developed in the general classification survey continued to be useful tools as a basis for recruitment and examining. The continuing review and when necessary, revision of these job descriptions by the Classification and Pay Division have kept pace with the constant changes which occur within many job classifications and within the organization structures of the various departments of the City and County of San Francisco.

In the establishment of qualifications for entrance to the service, stress has been placed upon attracting those men and women seeking their first employments. Recent high school and college graduates have responded in many fields to reinforce the staffs within the respective departments. Educational standards have been based not only upon formal education, but have in a large number of instances been appraised through the cooperation of officials of the San Francisco Unified School District. Such appraisals provide the means through which an applicant may be tested to establish the grade level of his educational attainment, or under certain circumstances may enable him to achieve a high school diploma even though his formal school attendance was interrupted for any reason.

In promotional examinations, promotional lines continue to require redefinition. Changing salary relationships among the miscellaneous employees necessitate constant attention to the problem of what constitutes a proper rank eligible for promotion to a particular classification.

Continued attention has been given to the personnel requirements of the Police and Fire Departments. Two examinations for Q2 Policeman were conducted during the year. The 33rd list included 65 eligibles selected from 580 applicants. The 34th list included 108 eligibles selected from 1107 applicants. A new examination was announced in August, 1964. An eligible list for Fireman was adopted on June 6, 1964, and included the names of 139 eligibles selected from 936 applicants. At this time 51 eligibles remain on the list awaiting appointment.

The examination program contains some forty examinations which are given on a monthly basis. These represent largely classifications related to the medical field, social welfare field, and other classes for which there is a critical and continuing need with qualified applicants in short supply. Examinations for Junior Typist, Junior Stenographer, Typist-Clerk and Stenographer-Clerk are given on alternate Fridays in order to provide needed office workers. In addition, some forty-five examination announcements are open for filing at any one time. The usual filing period for an examination is between three and four weeks. As examinations close for receipt of applicants, others are constantly being opened so that the number of examinations under way at any particular time remains fairly constant.

The Civil Service Commission is appreciative of the cooperation which has been received from all departments in the activities of this Division. The work of the San Francisco Fire Department in anticipating its needs and by the San Francisco Police Department in providing investigative services of new recruits has been outstanding.

SUMMARY OF EXAMINATIONS

July 1, 1963 to June 30, 1964

Type of Examination	Number of Examinations	Number of Applicants	Number of Participants	Number of Eligibles
Promotive:				
Regular	116	3,686	2,713	1,049
Continuous	7	19	17	16
Entrance:				
Regular	111	9,085	5,052	1,633
Continuous	320	6,823	3,538	2,560
Total	554	19,613	11,320	5,258

V. IN-SERVICE ACTIVITIES:

General Training Program:

The In-Service Activities staff assisted the various departments in providing the following training programs during the last fiscal year:

(1) In cooperation with the Controller's Office and the School District the Civil Service Commission continued an introductory series of courses designed to give employees a general understanding of data processing methods. Forty-nine classes were completed during the past year. Approximately 700 city employees participated. Plans were made for participation of some 1200 Policemen and 900 certificated personnel of the San Francisco Unified School District in the basic training course during the current fiscal year 1964-1965.

Four classes in the Programmer I course were continued during the past fiscal year; 110 city employees completed this training. This course will be continued, and it is anticipated that 60 more employees will participate during the current fiscal year.

Plans were made for an Executive Seminar course in EDP to begin this fall and continue in the spring. Approximately 25 supervisory and administrative personnel will participate. The purpose of the course will be to review and study problems associated with the introduction of EDP, and possibly to make recommendations as to the final location of the centralized EDP center, staffing, and type of equipment that will become part of the city's permanent installation.

(2) An Advanced Ornamental Horticulture Course for skilled gardeners and supervisory personnel in all departments began in September, 1963. Instructional help was provided by the San Francisco Unified School District through the facilities of City College's Department of Ornamental Horticulture. Forty-two Gardeners and supervisory personnel in the Recreation and Park Department and Public Works Department participated in the first class; 70 Gardeners have been signed up for the next class which will continue in the fall and spring. This course has been extended to two semesters. The program will include Assistant Gardeners on a space available basis. It is anticipated that approximately 200 Gardeners and 81 Assistant Gardeners will enroll in this training program during the next two years.

(3) Following a series of meetings with representatives of the School Community Improvement Program of the San Francisco Unified School District, the staff has developed a training course for prospective employees of the City and County of San Francisco in janitorial and related custodial classes. This class will begin in October of this year and will provide a training program for high school drop-outs, potential high school drop-outs, and referrals from the State Department of Employment. The training course will include instruction in janitorial methods and techniques, personal appearance and personal relations. Under this program 25 prospective job applicants will be trained for a period of four months; there will be three semesters; a total of 75 applicants will be trained annually. This course was scheduled to begin last fall, but was delayed because of difficulty experienced by the School Department in securing a qualified instructor who would be willing to undertake this project.

(4) Reimbursement for Tuition: The Civil Service Commission will continue to seek implementation of the enabling ordinance approved by the Board of Supervisors which authorizes partial or full reimbursement to city and county employees and officers for cost of tuition at accredited schools. Full reimbursement and related costs would be provided for training in present job duties, and 50% reimbursement for training for promotion. This will become effective when funds have been appropriated for the indicated purposes.

(5) High School Diploma: The Civil Service Commission is aware of the need for at least a high school education and advanced training as a minimum requirement for an increasing number of positions in the city service. A program leading to the high school diploma offered by the San Francisco Unified School District has been publicized to city employees. The Commission has provided an advisory and liaison service for interested employees, and informed them of the need for a high school diploma as a requirement for advancement in the service. Over 200 employees have enrolled in this program since its inception; 36 were enrolled in the most recent class for the spring semester and will continue in the fall.

(6) A course in Control Systems and related subjects for Stationary Engineers was provided during the past fiscal year. Instructional help was supplied by the San Francisco Unified School District. A total of 29 city employees participated in the training course; 15 were trained in basic automatic controls; 8 were trained in advanced automatic controls; 6 were trained in basic air conditioning.

(7) An Accounting Training Program for professional accountants, in the planning stage during the last fiscal year, will begin in September of this year. The purpose of this course will be to assist the accountant in the successful performance of his accounting work and to better prepare him for passing promotional examinations. The course will be conducted in cooperation with the San Francisco Unified School District, Adult Education Division. City employees with the required credentials will instruct in the course. Upon completion of the course an examination will be given which will constitute part one of the next promotive examination. Approximately 100 professional accountants will participate in the training course.

(8) A Psychiatric Orderly Training Program was started during the past fiscal year. The course consisted of two weeks of intensive classroom instruction and ten weeks on-the-job training, plus four additional hours per week of classes on the employee's own time. The total length of the course was twelve weeks. Upon completion of the training course, the trainees are advanced to the Psychiatric Orderly classification on a limited tenure basis. They will be eligible to participate in the permanent civil service examination for this class upon completion of five additional months of experience. Twenty-one employees in the classification of Orderly and Licensed Vocational Nurse participated in this program. It is anticipated that twelve employees will be trained during the current fiscal year.

(9) Staff members of the Commission in the In-Service Activities Division continued their assistance with the intern program of the Coro Foundation. During the year one intern closely observed the work of the Commission in the areas of examinations, classification, salary and wage administration, and training. A staff member represented the Commission as a member of the 19th Annual Coro Foundation Selection Committee.

(10) The Civil Service Commission in cooperation with the Adult Education Division of the San Francisco Unified School District, sponsored a training course in Reading Comprehension during the past fiscal year. The program is geared to teach employees to train themselves to read as effectively as they are capable of reading. The latest scientific equipment was used to analyze eye movements while reading. Two classes were held during the past year and

continued for seven weeks. Approximately 50 employees participated in the course, and it is expected that 200 additional employees will be trained during the next fiscal year.

(11) A course in Community Relations for Code Enforcement Inspectors was temporarily discontinued during the past fiscal year until reorganization of code enforcement regulations is completed. A total of 150 Inspectors have completed this course. There are 20 Inspectors still to be trained. It is expected that this training will be concluded during the current fiscal year when the reorganization of the code enforcement regulations is completed.

(12) Classes were not scheduled in the Development-Evaluation Program the past fiscal year, as the staff was reviewing the plan and studying an employee opinion poll conducted among supervisors and probationary employees who had participated in the program. As a result of this survey, some changes in the plan are being considered. During the fall and spring of 1964-65 two classes will be scheduled in the Development-Evaluation Program, and it is expected that approximately 120 employees will participate.

VI. STATISTICAL SUMMARY OF ACTIVITIES:

Comparison of expenditure for all appropriations with original budget appropriations for 1963-64 as reflected by Controller's Appropriation Statement for period ending 6/30/64:

	Appropriations	Expenditures
Fees and Compensations	$ 50.00	$ .00
Contractual Services	15,261.00	14,461.89
Materials and Supplies	7,299.80	7,185.62
Equipment	1,123.00	1,111.60
Fixed Charges	567.00	566.20
Salary Survey	12,500.00	10,009.78
Permanent Salaries	487,491.00	473,358.99
Temporary Salaries	24,703.38	23,518.48
Overtime	1,245.45	1,250.00
Police Examination	1,500.00	1,411.59
Electronic Data Processing-(Temp.Salaries)	35,284.27	16,063.99*
Implementation of new Classification Plan	7,749.34	7,733.42

*Special Appropriation - Funds carried over to fiscal year 1964-65 since work is not yet completed.

Statistical summary of certifications and appointments for fiscal period 1963-64 compared with fiscal period 1962-63:

	Fiscal 1962-63	Fiscal 1963-64
Requisitions Received:		
Permanent	3,286	3,657
Temporary	6,737	7,432
Certifications:		
Regular Permanent	2,255	2,402
Limited Tenure Permanent	1,579	1,337
Regular Temporary	1,537	1,285
Limited Tenure Temporary	2,461	2,649
Separations:		
Resigned	670	691
Retired	325	372
Relinquished (Name returned to list)	199	184
Deceased	94	90
Probationary Appointments Terminated	104	113
Laid Off - Reduction in Force	---	---
Dismissed	24*	22**

*6 appealed - 4 appeals denied; 1 appeal under submission; 1 off calendar

**7 appealed - 4 appeals denied; 1 appeal under submission; 1 dismissal set aside; 1 referred back to appointing officer for rehearing, as original hearing was not held in accordance with legal requirements.

Very truly yours

CIVIL SERVICE COMMISSION

Harry Albert

Harry Albert
Acting General Manager, Personnel

HA:IW

CIVIL SERVICE COMMISSION OF SAN FRANCISCO

151 City Hall

September 3, 1965

The Honorable
Mayor John F. Shelley
Room 200 - City Hall
San Francisco, California

Dear Mayor Shelley:

In response to your request of August 5, 1965, we report herewith a statement of the major activities of the Civil Service Commission for the fiscal year 1964-1965.

I. CLASSIFICATION:

During the fiscal year 1964-1965, this office continued the work of putting into effect the recommendations of the general classification survey. As of July 1, 1965, there remained in the former classification plan 73 classes which included approximately 693 employees. The former classifications are being eliminated as problems relating to their continuance are resolved by action of the Civil Service Commission.

At regular meetings during the fiscal year, the Civil Service Commission conducted hearings to resolve requests for reallocation of positions resulting from the general classification survey. In addition, the Commission took action on classification matters which have been brought to its attention since the adoption of the general classification survey.

During the fiscal year, 543 positions were reallocated or reclassified. Typical of these staff investigations were the following:

1. An evaluation was made of clerical positions situated at the district police stations.

2. A city-wide survey of positions involving the operation of heavy and light trucks was completed.

3. A survey of telephone operator positions in all city departments was initiated in conjunction with the installation of centrex-type equipment. This survey is being continued at present.

4. A field audit of the duties of janitors at Brooks Hall was made in connection with a protest entered by the Janitorial Workers' Union.

5. Forty-six new positions created in the Department of Social Services were surveyed and classified.

6. In addition, 46 positions were created in the Social Services Department in order to staff various programs initiated or increased as a result of legislative action. These positions were analyzed by the staff, and the resulting classifications were adopted by the Civil Service Commission.

During the fiscal year the Classification and Pay Division reviewed the duties of positions and recommended classification actions in the following categories:

New positions classified in 1965-66 budget....191
Salary Ordinance amendments submitted..... 28
New classes established..... 29

II. SALARY STANDARDIZATION:

The staff of the Classification and Pay Division again conducted salary surveys for employees whose compensations are subject to Sections 151, 151.1, 151.3, 35.5.1 and 36.2 of the Charter.

As a result of such surveys in local private employment and other public jurisdictions throughout the State, and as a result of surveys made for positions in the craft classes, police and fire personnel, and municipal railway operators, the following increases were granted effective July 1, 1965:

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Incr. Cost + Retirement
Sec.151, 151.1					
Adm., Clerical, Professional, etc.	1,130	11,261	1,130	11,261	$4,048,810
Sec. 151.3					
Craft	77	1,744	77	1,744	632,042
Muni. Railway	3	1,728	3	1,728	336,806
Sec. 35.5.1, 36.2					
Police & Fire	38	3,446	38	3,446	1,019,504
	1,248	18,179	1,248	18,179	$6,037,162

In connection with the salary standardization report to the Board of Supervisors for fiscal year 1965-66, the Civil Service Commission observed that a number of problems remain if all of the involved classes are to be brought into an equitable relationship with each other. A review and re-evaluation would be required to determine the extent of such inequities and steps that could be taken for corrective action. There was not time for such an extensive review which could be reflected in the recommendations for fiscal year 1965-66.

The salary standardization report indicated that overall compensation increases in public and private employment, since the last survey, had been approximately 4 per cent. Pending the opportunity for a review and re-evaluation of the procedures to correct possible inequities, the Civil Service Commission recommended that salaries for fiscal year 1965-66 be adjusted with certain exceptions in accordance with the overall increases indicated in private employment and other public jurisdictions.

The compensation schedule plan was revised in order to accommodate the recommended increases.

III. RECRUITMENT AND EXAMINATION DIVISION:

During the fiscal year 1964-1965, 527 regular examinations were held compared with 554 for the preceding year. The number of applicants for these examinations was 20,871, compared with 19,613 in the preceding year. The number of eligibles placed on regular lists was 4,762, as compared with 5,258 in the preceding year.

The total number of civil service positions in the City and County of San Francisco is now 19,047 compared with 18,588 a year ago. These positions are classified into 1,250 kinds of work or classes according to the duties and responsibilities of each separate and different classification. The Recruitment and Examining Division maintains a group of 75 to 95 examination announcements for as many classifications open for filing at any one time. This group includes some forty examinations which are given on a periodic basis according to the number of applications received and the needs of the service. Some of these examinations are given weekly, others are given twice monthly, and others less frequently. The normal period for an announcement to remain open for filing is three to four weeks. More frequently than ever before it has been necessary to extend this period in order to allow for wider recruitment and the waiving of the residence requirements before qualified applicants are obtained.

High priorities continue to be given to the personnel requirements of the Police and Fire Departments. Two examinations for Q2 Policeman were conducted during the year. The 35th list

included 31 eligibles selected from 671 applicants. The 36th list included 71 eligibles selected from 1,063 applicants. A new examination for Q2 Policeman will be announced soon. A new examination for H2 Fireman was announced May 3, 1965, and is now in process.

Promotional examinations of special significance to the Police Department were given for Class Q60 Lieutenant and Class Q80 Captain. These are still in process of completion of the ratings.

In the Fire Department promotional examinations were held for H30 Captain, Fire Department, H22 Lieutenant, Bureau of Fire Prevention and Public Safety, H20 Lieutenant, Fire Department H4 Inspector, Bureau of Fire Prevention and Public Safety, H40 Battalion Chief and H50 Assistant Chief of Department.

Several examinations were held for single position classes at the highest levels of the service. Examples of these were the promotional examinations given for Class 1180 Executive Assistant to the Chief Administrative Officer and for Class 2182 Administrator, Laguna Honda Home.

The Civil Service Commission is appreciative of the cooperation which has been received from all departments in the activities of this Division. The work of the San Francisco Fire Department in an ticipating its needs and by the San Francisco Police Department in providing investigative services of new recruits has been outstanding.

SUMMARY OF EXAMINATIONS

July 1, 1964 to June 30, 1965

Type of Examination	No. of Examinations	No. of Applicants	No. of Participants	No. of Eligibles
Promotive:				
Regular	111	4,252	2,470	915
Continuous	9	47	42	36
Entrance:				
Regular	94	11;136	5;615	1;744
Continuous	313	5,436	2,743	2,067
TOTALS	527	20,871	10,870	4,762

IV. IN-SERVICE ACTIVITIES:

General Training Program:

The In-Service Activities staff assisted the various departments in providing the following training programs during the fiscal year 1964-65:

(1) In cooperation with the Controller's Office and the San Francisco Unified School District, the Civil Service Commission continued introductory series of courses designed to give employees a general understanding of data processing methods. Thirty-four classes were completed during the past year. 1379 city employees participated. This included a total of 1,010 Policemen and approximately 123 certificated personnel of the Unified School District.

A pilot course was completed in Programmer (Fortran) for engineers and related classifications. This course was designed to provide engineers with a system of communication so that instructions can be programmed into the computer. 17 city employees participated. Two additional classes are scheduled for the Fall; 50 engineering employees have been assigned. A class in Programmer (Cobol) was completed during the past fiscal year. This course is designed to provide accounting, administrative and other personnel with an understanding of the business application of the computer; 71 employees completed the training; two additional classes are scheduled for the Fall and 50 employees have been assigned.

An Executive Seminar course in EDP was started in the Fall of 1964 and concluded in the Spring of 1965. Twenty-five supervisory and administrative personnel participated. The purpose of the course was to review and study problems associated with EDP and to make recommendations as to the final centralized EDP center, staff and type of equipment that would become part of the city's installations.

(2) The Advanced Ornamental Horticulture Course for gardeners and supervisory personnel in the Park Department and assistant gardeners was continued. This program was first started in the Fall of 1963. Instructional help was provided through the facilities of the City College's Department of Ornamental Horticulture. Fifty-seven gardeners participated in fiscal year 1964-65; 12 assistant gardeners completed the first phase of the training; 60 assistant gardeners will complete the course during the next fiscal year. This will leave a total of 58 assistant gardeners who will be assigned to the training in 1966. All skilled gardeners and supervisory personnel have been given an opportunity to complete the training. All employees in the department will complete their training within the next two years.

(3) In cooperation with the Unified School District, the Commission has provided a training program for high school drop-outs, potential high school drop-outs, and referrals from the State Department of Employment. This training course has included instruction in janitorial methods and techniques, personal appearance and personal relations. It is anticipated that 75 students can be trained each year, on the basis of three classes per year, each class to include 25 students. Thirty-two students completed the training this Spring in the most recent class. We have been informed by the Adult Education Department of the School District that most of these students have been placed in positions in the janitorial field.

(4) Reimbursement for Tuition: The Civil Service Commission has implemented by means of a budget appropriation a tuition reimbursement program for city employees. An Enabling Ordinance passed by the Board of Supervisors in 1962 authorized partial or full reimbursement to city and county employees and officers for cost of tuition at accredited schools. Full reimbursement and related costs will be provided for training in present job duties and 50% reimbursement for training for promotion. An appropriation of $3,000 was approved in the most recent budget and is currently available. The staff has begun to receive applications for reimbursement which are currently being processed under the provisions of the Reimbursement Training Program.

(5) High School Diploma: A program leading to the high school diploma offered by the Adult Education Department of the Unified School District has been publicized to city employees. The Commission has provided an advisory and liaison service for interested employees, and informed them of the need for a high school diploma for advancement in the service. Over 200 employees have enrolled in the program since its inception; 35 are currently enrolled in the High School Diploma Program.

(6) A course in Control Systems, air conditioning and related subjects for stationary engineers was continued during the past fiscal year. Instructional help was supplied by the San Francisco Unified School District through John O'Connell Trade School. A total of 39 city employees participated in the training courses.

(7) An Accounting Training Program for professional accountants was started in the Fall of last year and continued into the Spring of this year. The purpose of the course was to assist the accountants in the performance of his accounting work and better to prepare him for promotional examinations. The course was conducted in cooperation with the Adult Education Department of the School District. Another course will begin in September of this year; 23 employees have been assigned.

(8) A Psychiatric Orderly Training Program was concluded during the past fiscal year. The course included a combination

of classroom study and on the job training and last twelve weeks. Successful completion of the course and experience in the work qualified the employees for participation in the permanent civil service examination in the class of psychiatric orderly. Thirty-seven orderlies and licensed vocational nurses have participated in the program and have completed the necessary training during the past fiscal year.

(9) Staff members of the Commission continued their assistance with the Intern Program of the Coro Foundation. During the year one intern closely observed the work of the Commission in the areas of examinations, classification, salary and wage administration and training. A staff member represented the Commission as a member of the 20th Annual Coro Foundation Selection Committee.

(10) The Civil Service Commission in cooperation with the Adult Education Department of the School District continued courses in Reading Improvement (as to speed and retention), during the past fiscal year. The program is geared to teach employees to train themselves to read as effectively as they are capable of reading where rapid reading is job related. The latest scientific equipment was used to analyze eye movements while reading. Three classes were held during the past fiscal year; 90 employees participated in the training. The program will continue in the current fiscal year. Two classes of 25 employees will be started in September

(11) Classes in the Development Evaluation Program for supervisory personnel were continued during the past fiscal year. Three classes were completed; 90 employees were trained in the program. The program is currently limited to the development of the probationer during the probationary period of employment. It includes a series of goal setting conferences and a final evaluation prior to the completion of the probationary period where the supervisor recommends permanent employment of the probationer or termination of the probationary period. A new class will begin in September of this year; 25 supervisors will be assigned.

(12) Two additional pilot courses will begin in the Fall. One in Systems Design. This course will teach employees involved in EDP how to determine what information a given department requires and how this flow of information can be programmed into a computer. It is anticipated that approximately 40 employees involved in accounting, administrative and work which is related to computer operation will participate in the course. The other pilot course will be Written Communications which will teach employees modern methods and techniques in letter writing and report writing. It is anticipated that 20 employees will participate.

V. STATISTICAL SUMMARY OF ACTIVITIES:

Comparison of expenditure for all appropriations with original budget appropriations for 1964-65 as reflected by Controller's Appropriation Statement for period ending June 30, 1965:

	Appropriations	Expenditures
Fees and Compensations	$ 50.00	$ .00
Contractual Services	10,984.00	10,730.37
Materials and Supplies	8,350.00	8,269.57
Equipment	680.00	393.64
Fixed Charges	567.00	561.40
Salary Survey	17,826.00	17,436.24
Permanent Salaries	491,601.84	485,173.68
Temporary Salaries	63,057.00	62,600.91
Overtime	1,475.00	1,386.61
Police Examinations	1,500.00	1,478.35
Electronic Data Processing (Temporary Salaries)	17,489.00	17,446.00*

*Special Appropriation - Funds carried over to fiscal year 1965-66 since work is not yet completed.

Statistical summary of certifications and appointments for fiscal year 1964-65 compared with fiscal period 1963-64:

	Fiscal 1963-64	Fiscal 1964-65
Requisitions Received:		
Permanent	3,657	3,133
Temporary	7,432	6,612
Certifications:		
Regular Permanent	2,402	2,769
Limited Tenure Permanent	1,337	1,068
Regular Temporary	1,285	1,374
Limited Tenure Temporary	2,649	3,072
Separations:		
Resigned	691	685
Retired	372	317
Relinquished (Name returned to list)	184	183

Separations: (continued)	Fiscal 1963-64	Fiscal 1964-65
Deceased	90	64
Probationary Appointments Terminated	113	139
Laid-Off - Reduction in Force	--	--
Dismissed	22*	25**

* 7 appealed - 4 appeals denied; 1 appeal under submission; 1 dismissal set aside; 1 referred back to appointing officer for rehearing as original hearing was not held in accordance with legal requirements.

**10 appealed - 5 appeals denied; 1 appeal approved, and 4 appeals under submission.

Very truly yours,

CIVIL SERVICE COMMISSION

George J. Grubb
General Manager, Personnel

GJG:kc

San Francisco

66

CIVIL SERVICE COMMISSION OF SAN FRANCISCO

151 City Hall

September 16, 1966

Annual Report

The Honorable
Mayor John F. Shelley
Room 200 - City Hall
San Francisco, California

Dear Mayor Shelley:

In response to your request of August 8, 1966, we report herewith a statement of the major activities of the Civil Service Commission for the fiscal year 1965-1966.

I. CLASSIFICATION:

During the fiscal year 1965-66, the Classification Section continued implementing the recommendations of the general classification survey. As of July 1, 1966, there remained in the former classification plan 67 classes which included 605 employees. This is a reduction from 73 classes and 693 employees as reported for fiscal year 1964-65. The former classifications are being eliminated by the Civil Service Commission as such positions are vacated.

At regular meetings during the fiscal year, the Civil Service Commission conducted hearings to resolve requests for reallocation of positions resulting from the general classification survey. In addition, the Commission took action on classification matters which have been brought to its attention since the adoption of the general classification survey.

During the fiscal year, 497 positions were reallocated or reclassified. In addition, new positions approved by supplemental appropriation were classified. Included in these actions were the following:

1. 137 new professional, administrative, and clerical positions in the Department of Social Services were classified in connection with the Federal Medicare and Food Stamp Programs.

2. 6 new positions were approved for the Human Rights Commission. This involved the adoption of three new classifications.

3. The implementation of the Neighborhood Youth Corps Program resulted in the establishment of three new classifications and the amendment of a fourth class.

4. Two top-level administrative classifications were adopted in connection with the Electronic Data Processing Program.

5. 14 new positions were classified in connection with the Avery Brundage Wing of the DeYoung Museum.

During the fiscal year the Classification and Pay Division (Management and Employee Services) reviewed the duties of positions and recommended classification actions in the following categories:

New positions classified in 1966-67 budget ...	531
Salary Ordinance Amendments submitted.....	35
New classes established.....	23
Classes abolished.....	16
Class specifications amended.....	24

The total number of positions reclassified or reallocated and new positions classified was 1,028 as against 734 for the previous year. This represents a 40% increase in such classification actions.

After a review of the existing organizational structure of the Commission Office, the General Manager, Personnel, recommended a re-organization of the department by re-defining the activities and functions of the several divisions. The purpose of this re-organization was to increase the efficiency of operation, reduce the span of control, and facilitate the coordination of the various functions of the office.

This re-organization was effective July 1, 1966 and included a re-titling and amendment to the following classifications:

From	To
Personnel Director, In-Service Activities.	Assistant General Manager, Personnel
Director of Classification and Pay	Director of Management and Employee Services
Chief Personnel Examiner	Assistant Director of Recruitment & Examinations
Chief Personnel Analyst.....	Assistant Director of Management and Employee Services

II. SALARY STANDARDIZATION:

The staff of the Classification and Pay Division again conducted salary surveys for employees whose compensations are subject to Sections 151, 151.1, 151.3, 35.5.1 and 36.2 of the Charter.

As a result of such surveys in local private employment and other public jurisdictions throughout the State, and as a result of surveys made for positions in the craft classes, police and fire personnel, and municipal railway operators, the following increases were granted effective July 1, 1966:

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Incr. Cost + Retirement
Sec. 151, 151.1					
Adm., Clerical, Professional, etc.	1,159	12,198	978	11,769	$4,602,747
Sec. 151.3					
Craft	76	1;582	73	1;540	949;500
Muni. Railway	3	1,740	3	1,740	751,308
Sec. 35.5.1 and 36.2					
Police & Fire	39	3,044	39	3,044	2,084,893
	1,277	18,564	1,093	18,093	$8,388,448

The Salary Standardization survey for fiscal year 1966-67 resulted in an overall compensation increase of approximately 5%.

III. RECRUITMENT AND EXAMINATION DIVISION:

During the fiscal year 1965-66, 476 regular examinations were held compared with 527 for the preceding year. The number of applicants for these examinations was 20,936, compared with 20,871 in the preceding year. The number of eligibles placed on regular lists was 4,285, as compared with 4,762 in the preceding year.

The total number of positions established as of July 1, 1966 in the City and County of San Francisco, excluding certificated personnel in the Board of Education and positions established in the National Youth Corps Program, was 20,339, compared with 19,047 a year ago and 18,588 two years ago. These positions are classified into 1,324 kinds of work or classes according to the duties and responsibilities of each separate and

different classification. The Recruitment and Examining Division maintains a group of 75 to 95 examination announcements for as many classifications open for filing at any one time. This group includes some forty-five examinations which are given on a periodic basis according to the number of applications received and the needs of the service. Some of these examinations are given weekly, others are given twice monthly and others less frequently. The normal period for an announcement to remain open for filing is three to four weeks. More frequently than ever before it has been necessary to extend this period in order to allow for wider recruitment and the waiving of the residence requirements before qualified applicants are obtained.

Examinations for Q2 Policeman have been scheduled on a monthly basis since April 1966. Four examinations were held during 1965-66, twice the normal production for this classification. The results have very nearly filled existing vacancies. These extra examinations have required considerable staff time and have caused the postponement of other needed examinations.

The expansion of the Social Service Department has created especially heavy demands upon this division. For example, twenty-eight examinations were completed during the year for the class of 2910 Social Worker. This classification is but one of many in the social service program to which large amounts of staff time have been devoted.

Increased emphasis has been placed on career counseling within the department for both prospective applicants and present city employees. Such counseling has been of special assistance to the unemployed, the underemployed, new citizens seeking employment, the handicapped, and minority group members in need of assistance.

Special efforts have been made to recruit from the various underemployed groups through advertising in ethnic newspapers and through distribution of lists of job openings door-to-door by the summer employment of youths provided under the Economic Opportunity Program.

Visits have been made to many schools and colleges to make known the job opportunities which exist in the City and County service. Talks have been made to various classes of students at the junior high school and high school levels to inform them of job opportunities, requirements and employer expectations.

The waiver by the Board of Supervisors of residence requirements for employees has been of some help in recruitment; however, the residence requirements for recruitment vary for different circumstances to the extent that much confusion exists concerning this subject.

The limited number and quality of available applicants continues to be an acute problem in recruitment. The stress on industrial effort under current international situations, and manpower demands by the armed forces depletes the field of potential applicants normally seeking civilian employment.

The budgeted permanent positions in this division are too few to provide the services needed by the various departments. The increased number of positions in the City and County service plus an increased turnover rate has placed an undue burden on a staff that was already overloaded. The turnover rate for fiscal year 1965-66 was 17.59 as compared to the rate for fiscal year 1964-65 which was 15.76.

SUMMARY OF EXAMINATIONS

July 1, 1965 to June 30, 1966

Type of Examination	No. of Examinations	No. of Applicants	No. of Participants	No. of Eligibles
Promotive:				
Regular	86	3,643	2,702	837
Continuous	23	211	120	105
Entrance:				
Regular	110	12,092	6,456	1,558
Continuous	257	4,990	2,771	1,785
TOTALS	476	20,936	12,049	4,285

IV. IN-SERVICE ACTIVITIES TRAINING PROGRAM:

The In-Service Activities staff assisted the various departments in providing the following training programs during fiscal year 1965-66:

Introductory Course to Electronic Data Processing
Programmer (Fortran)
Programmar (Cobol)
Executive Seminar
Advanced Ornamental Horticulture Course
Custodial Training
Accounting Training
High School Diploma
Reading Comprehension
Supervisory Training

Approximately 700 employees participated in these programs.

Staff members of the Commission continued their assistance with the Intern Program of the Coro Foundation. During the year, one intern observed the work of the Commission in the area of examination classification, salary and wage administration, and training. A staff member represented the Commission as a member of the annual Coro Foundation Selection Committee.

The Commission completed its first year under the tuition reimbursement program for City employees. First approvals were given by the Commission on October 20, 1965. A total of 41 applications (34 promotional training - 7 for improvement in present classification) were approved during the remainder of the year. This program authorizes partial or full reimbursement to City and County employees and officers for cost of tuition at accredited schools. An appropriation of $3,000 was available for training reimbursement courses. Because of procedural problems in beginning the administration of this program, all of the available funds were not disbursed. However, as the program was developed its benefits were being extensively applied for in fiscal year 1966-67.

Work was begun on the reconstruction of an area in the former Women's Court in the Department of Public Health Building. This area when completed some time in the Fall of 1966 will house the new Employee Processing and Medical Center.

V. STATISTICAL SUMMARY OF ACTIVITIES:

Comparison of expenditures for all appropriations with original budget appropriations for 1965-66 as reflected by Controller's Appropriation Statement for period ending June 30, 1966:

	Original Appropriations	Expenditures
Fees and Compensations	$ 50.00	$ .00
Contractual Services	21,877.00	21,120.36 *
Materials and Supplies	8,434.00	7,999.30
Equipment	3,160.00	3,028.42
Fixed Charges	567.00	571.51
Salary Survey	12,500.00	13,986.71
Permanent Salaries	552,491.00	521,310.98
Temporary Salaries	76,151.00	73,771.90
Overtime	1,500.00	1,232.32
Police/Fire Examinations	2,400.00	2,143.75
Electronic Data Processing (Temporary Salaries)	19,046.00	19,046.00
Implementation of Training Ordinance	3,000.00	1,244.90

Supplemental Appropriations were approved during the fiscal year as follows: Contractual Services $100.00; Materials and Supplies $2,000; Equipment $12,471.00; Salary Survey $1,806.00; Permanent Salaries $288.00; Temporary Salaries $2,292.00.

* Includes $7,207.00 transferred to Purchaser.

Statistical summary of certifications and appointments for fiscal year 1965-66 compared with fiscal year 1964-65:

	7-1-64	7-1-65
Permanent Positions	18,500	19,458
	Fiscal 1964-65	Fiscal 1965-66
Requisitions Received:		
Permanent	3,133	3,092
Temporary	6,612	9,089
Certifications:		
Regular Permanent	2,769	2,542
Limited Tenure Permanent	1,068	1,399
Regular Temporary	1,374	1,417
Limited Tenure Temporary	3,072	3,161
Separations:		
Resigned	685	893
Retired	317	305
Relinquished (Name returned to list)	183	231
Deceased	64	79
Probationary Appointments Terminated	139	126
Dismissed	25*	18 **

*10 appealed - 7 appeals denied; 1 appeal approved; 1 appeal under submission and one appeal under submission for one year subject to department submitting monthly reports.

** 10 appealed - 2 appeals denied; 5 appeals under submission; 2 were reinstated; and one appeal - Civil Service Commission to retain jurisdiction for period of one year.

Very truly yours,

CIVIL SERVICE COMMISSION

George J. Grubb
General Manager, Personnel

GJG:kc

CIVIL SERVICE COMMISSION OF SAN FRANCISCO

151 City Hall

September 19, 1967

The Honorable
Mayor John F. Shelley
Room 200 - City Hall
San Francisco, California

Dear Mayor Shelley:

In response to your request of August 7, 1967, we report herewith a statement of the major activities of the Civil Service Commission for the fiscal year 1966-67.

I. CLASSIFICATION:

During the fiscal year 1966-67, the Classification Section continued implementing the recommendations of the general classification survery. As of July 1, 1967, there remained in the former classification plan 63 classes which included 454 employees. This is a reduction from 67 classes and 605 employees as reported for fiscal year 1965-66. The former classifications are being eliminated by the Civil Service Commission as such positions are vacated.

At regular meetings during the fiscal year, the Civil Service Commission conducted hearings to resolve requests for reallocation of positions resulting from the general classification survey. In addition, the Commission took action on classification matters which have been brought to its attention since the adoption of the general classification survey.

During the fiscal year 320 positions were reallocated or reclassified. In addition, new positions approved by supplemental appropriation were classified. Included in these actions were the following:

1. 41 new professional, administrative and clerical positions were approved for the newly created Tax Appeals Board.

2. 37 new positions were classified in connection with the Federally-Sponsored Code Enforcement Program.

3. 19 positions at San Francisco General Hospital necessitated by the Medicare and Medi-Cal laws were classified.

4. 4 new class specifications were approved for work assignment in the newly established Electronic Data Processing Division of the Office of the Controller.

5. 20 new professional, administrative, clerical and craft positions were classified for the new Juvenile Court Hidden Valley Ranch School for younger boys.

6. 11 new positions were classified in the Sheriff's Department in order to meet the requirements of the State Board of Corrections.

During the fiscal year the Classification and Pay Division (Management and Employee Services) reviewed the duties of positions and recommended classification actions in the following categories:

New positions classified in 1967-68.	354
Salary Ordinance Amendments submitted.	38
New classes established.	22
Classes abolished.	11
Class specifications amended	15
Class specifications consolidated.	13

The total number of positions reclassified or reallocated and new positions classified was 806.

The staff began a comprehensive classification review of all positions in the Social Services Department in April. The number of positions involved in the survey is approximately 1000. The last comprehensive review of positions in this department was completed in 1960. Since that time major changes in organizational structure have taken place; new functions and activities have been added and the number of established positions has increased by 150%.

II. SALARY STANDARDIZATION:

The staff of the Classification and Pay Division again conducted salary surveys for employees whose compensations are subject to Sections 151, 151.1, 151.3, 35.5.1 and 36.2 of the Charter.

As a result of such surveys in local private employment and other public jurisdictions throughout the State, and as a result of surveys made for positions in the craft classes, police and fire personnel, and municipal railway operators, the following increases were granted effective July 1, 1967:

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Incr. Cost + Retirement
Sec. 151, 151.1					
Adm., Clerical, Professional, etc.	1153	12,532	1110	12,526	$ 9,898,710
Sec. 151.3					
Craft	74	1,556	68	1,502	1,015,925
Muni Railway	3	1,796	3	1,796	947,576
Sec. 35.5.1 and Sec. 36.2					
Police and Fire	38	3,444	38	3,444	1,080,919
	1277	19,328	1219	19,268	$12,943,130

The Salary Standardization Survey for fiscal year 1967-68 resulted in an overall compensation increase of approximately 6.67% exclusive of the salary increases granted to the nursing and related classifications.

During the month August, 1966, the nursing classes requested a salary increase based on the agreement reached between private hospitals and the California Nurses' Association, which had provided an increase effective July 17, 1966. The nursing classes maintained that because of the private hospital salary increase, the City and County nurses were not being compensated at a salary which would maintain the differential above the private hospital rate.

The request for salary adjustment was denied as there was no legal remedy to amend the Salary Standardization Ordinance after the time limitations established by the Charter. The nurses, thereupon, did not report for work on August 30, 1966, and indicated that they would remain off duty until salary demands were met.

Because of the danger to health and welfare of patients in City and County hospitals, His Honor, Mayor Shelley, on August 30, 1966, declared a state of emergency under Section 25 of the Charter. He further directed that action be immediately initiated to provide legislation to maintain the wage relationship between all Registered Nurse classes employed by the City and County of San Francisco and those nursing classes as paid by private hospitals in San Francisco, effective September 1, 1966. The nurses returned to their positions on August 31, 1966. Further interim increases were granted on October 24, 1966, January 1, 1967, and April 1, 1967, in order to maintain the differential above the increases established on the above dates in the San Francisco private hospital agreement. Internal relationship differentials were maintained and included all Public Health Nursing classes.

From July 1, 1966 to April 1, 1967, the four increases as indicated above totaled approximately 40% for each class. The Board of Supervisors approved the Civil Service Commission recommendation to increase the nursing salaries on July 1, 1967 in order to reestablish the salaries in the salary schedules. This technical adjustment amounted to an additional 3% increase. The cost of these increases, including premiums, amounted to approximately $2,600,000.

III. RECRUITMENT AND EXAMINATION DIVISION:

During the fiscal year 1966-67, 385 regular examinations were held compared with 476 for the preceding year. The number of applicants for these examinations was 13,804, compared with 20,396 in the preceding year. The number of eligibles placed on regular lists was 3,888, as compared with 4,285 in the preceding year. Several examinations involving large numbers of applicants were still in process as of July 1, 1967. These included the following classifications:

Examination	No. of Applicants
Assistant Gardener	1429
Fireman	1075
Sergeant, Police Department	729
Conductor-Motorman	458
TOTAL	3691

The total number of positions established as of July 1, 1967, in the City and County of San Francisco, excluding certificated personnel in the Board of Education and positions established in the Neighborhood Youth Corps Program, was 21,431, compared with 20,339 a year ago and 19,047 two years ago. These positions are classified into 1,318 kinds of work or classes according to the duties and responsibilities of each separate and different classification. The Recruitment and Examining Division maintains a group of 85 to 95 examination announcements for as many classifications open for filing at any one time. This group includes some 45 examinations which are given on a periodic basis according to the number of applications received and the needs of the service. Some of these examinations are given weekly, others are given twice monthly and others less frequently. The normal period for an announcement to remain open for filing is 3 to 4 weeks. More frequently than ever before it has been necessary to extend this period in order to allow for wider recruitment and the waiving of the residence requirements before qualified applicants are obtained.

The problem of municipal law enforcement throughout the country is one of the most serious problems facing local government. Special attention has been given to this problem in the Recruitment and Examination Division. Examinations for Q2 Policeman have been scheduled on a monthly basis since April, 1966. Ten examinations were held during 1966-1967 compared with 4 examinations for this classification in 1965-1966. The results have very nearly filled existing vacancies; a situation that is exceptional when compared with other police departments in major cities of this country. These extra examinations have required considerable staff time and have caused the postponement of other needed examinations.

The expansion of the Social Services Department has created especially heavy demands upon this division. For example, 24 examinations were completed during the year for the class of 2910 Social Worker. This classification is but one of many in the Social Service program to which large amounts of staff time havebeen devoted.

An examination for Car and Auto Painter was given orally after all participants failed a written examination for this classification. In the first examination 8 participants took a written test of the multiple-choice type of question. All failed the test. An analysis of the applications showed that although the applicants were journeyman Car and Auto Painters, several were from minority groups and all apparently had difficulty with reading examination material. A new announcement was issued to provide that the test could be given orally. The test was redesigned so that it could be given orally. Under the new announcement 9 participants were successful in passing the examination.

Examinations for Car and Auto Painter have been given at four-year intervals since 1932. Eligible lists were produced by the previous tests which were by tradition tests which required the ability to read the English language well. The applicants who now seek employment for this type of work are apparently less likely to possess a high degree of reading ability in the English language, but do possess knowledges and skills worthy of consideration for employment.

A trend toward an increased number of appeals from applicnats has been noted. These include appeals from staff recommendations regarding rejection of applications, examination announcement provisions, written and oral examinations, and other areas pertaining to the operations of the Division. Appeals delay the production of eligible lists and fewer eligibles accept appointment when there is a time lag between recruitment and certification.

The concept of job relationships was applied by the establishment of a "Clerical Near List" for temporary appointments to 13 classifications in the clerical field. This examination announcement did not have any minimum requirements of experience or education. It was designed to provide employment opportunities for persons who possessed clerical aptitude but who may not have been able to meet the customary requirements for such employment.

Increased emphasis has been placed on career counseling within the department for both prospective applicants and present city employees. Such counseling has been of special assistance to the unemployed, the underemployed, new citizens seeking employment, the handicapped, and minority group members in need of assistance. Special efforts have been made to recruit from the various underemployed groups through advertising in ethnic newspapers. The success of these efforts has been seen in the fact that during the first 6 months of 1967, 32% of those taking examinations were members of minority groups - Negro, Oriental or Latin American. A special commendation has been received from the Human Rights Commission of the City and County of San Francisco concerning the effectiveness of the work which has been done in attempting to reach and encourage members of the minority community to compete for Civil Service employment.

Visits have been made to many schools and colleges to make known the job opportunities which exist in the City and County service. Talks have been made to various classes of students at the junior high school and high school levels to inform them of job opportunities, requirements and employer expectations.

During the year a staff member was assigned as a field representative to do special recruiting in those areas of the City and County of San Francisco where substantial unemployment exists. Extensive use was made of the various Adult and Youth Opportunity Centers, Economic Opportunity Council offices, Church and civic groups, and various neighborhood organizations and other groups. Placement of 339 people in limited tenure positions was accomplished. Approximately 75% of these people were from minority groups. 274 of those placed were employed as Conductor-Motorman with the

Municipal Railway. Of this number, 206 are still employed. 65 persons were placed throughout the various City departments in positions ranging from institutional workers to sub-professional classes.

The waiver by the Board of Supervisors of residence requirements for employees has been of some help in recruitment; however, the residence requirements for recruitment vary for different circumstances to the extent that much confusion exists concerning this subject.

The limited number and quality of available applicants continues to be an acute problem in recruitment. The stress on industrial effort under current international situations, and manpower demands by the armed forces deplete the field of potential applicants normally seeking civilian employment. The tightness of the labor supply is shown in the national and Bay Area rates of unemployment as follows:

	National Unemployment Rate	Bay Area Unemployment Rate
1966	3.8%	4.4%
1965	4.5%	5.0%
1964	5.2%	5.3%

The trend of the unemployment rate reduced the available recruits in the Bay Area by 17% during the last 2 years.

The budgeted permanent positions in this division are too few to provide the services needed by the various departments. The increased number of positions in the City and County service plus an increased turnover rate has placed an undue burden on a staff that was already overloaded. The turnover rate for fiscal year 1966-67 was 18.5%, as compared to the rate for fiscal year 1965-66 which was 17.59%.

SUMMARY OF EXAMINATIONS

July 1, 1966 to June 30, 1967

Type of Examination	Number of Examinations	Number of Applicants	Number of Participants	Number of Eligibles
Promotive:				
Regular	59	1052	740	381
Continuous	19	145	106	86
Entrance:				
Regular	75	6387	3123	1207
Continuous	232	6220	3473	2214
TOTALS	385	13,804	7,442	3,888

IV. IN-SERVICE ACTIVITIES TRAINING PROGRAM:

The In-Service Activities staff assisted the various departments in providing the following training programs during fiscal year 1966-67:

Programmar (Cobol)
Advanced Ornamental Horticulture Course
Custodial Training
Accounting Training
High School Diploma

Approximately 250 employees participated in these programs.

Staff members of the Commission continued their assistance with the Intern Program of the Coro Foundation. During the year, two interns observed the work of the Commission in the area of examination, classification, salary and wage administration, and training. A staff member represented the Commission as a member of the annual Coro Foundation Selection Committee.

The Commission completed its 2nd year under the tuition reimbursement program for City employees. A total of 44 applicants (23 promotional training - 21 for improvement in present classification) were approved during the . year. This program authorizes partial or full reimbursement to City and County employees and officers for cost of tuition at accredited schools. An appropriation of $3,000 was available for training reimbursement courses. All of the $3,000 appropriation was encumbered for training reimbursement by January, 1967, so that the staff was unable to approve additional applications during the remainder of the fiscal year.

Reconstruction of an area to be known as the Employee Processing and Medical Center in the former Women's Court in the Department of Public Health Building was completed. This unit began operations shortly after the start of the current fiscal year.

V. STATISTICAL SUMMARY OF ACTIVITIES:

Comparison of expenditures for all appropriations with original budget appropriations for 1966-67 as reflected by Controller's Appropriation Statement for period ending June 30, 1967:

	Original Appropriations	Expenditures
Permanent Salaries	$578,838.00	$544,118.12
Temporary Salaries	77,805.00	80,288.78
Overtime	1,500.00	9,975.22
Fees and Other Compensation	50.00	.00
Contractural Services	17,583.00	17,208.56*
Material and Supplies	9,434.00	9,416.08
Equipment	3,257.00	3,221.11
Fixed Charges	567.00	566.25
Salary Survey	12,500.00	13,085.65
Police & Fire Examinations	2,400.00	2,272.70
Electronic Data Processing (Temporary Salaries)	20,196.00	12,539.08
Implementation of Training Ordinance	3,000.00	2,973.25

* Exclusive of $7,507.00 transferred to Purchaser

Supplemental Appropriations were approved during the fiscal year as follows: Temporary Salaries: Field Representative - 9 months salary at $4750 for 1230 Personnel Aide, Examining; Overtime $540.00; Salary Survey $600.00

Statistical summary of certifications and appointments for fiscal year 1966-67 compared with fiscal year 1965-66:

	7/1/65	7/1/66
Permanent Positions	19,458	20,339
	Fiscal 1965-66	Fiscal 1966-67
Requisitions Received:		
Permanent	3,092	4,561
Temporary	9,089	9,334
Certifications:		
Regular Permanent	2,542	2,270
Limited Tenure Permanent	1,399	1,457
Regular Temporary	1,417	1,391
Limited Tenure Temporary	3,161	3,885
Separations:		
Resigned	893	884
Retired	305	403
Relinquished (Name returned to list)	231	243
Deceased	79	102
Probationary Appointments Terminated	126	122
Dismissed	18*	13**

*10 appealed - 2 appeals denied; 5 appeals under submission; 2 were reinstated; and one appeal - Civil Service Commission to retain jurisdiction for period of one year.

**7 appealed - 2 appeals denied; 1 appeal under submission; 4 were reinstated.

VI. SUMMARY

The ever-increasing volume of work and demand for services has developed a backlog in all sections of the Commission that now reflects most difficult conditions. Payroll Auditing - Certifications - Recruitment and Examinations - Management and Employee Services, all are unable to properly function under the stress of insufficient personnel to meet current work loads and have critical backlogs.

The serious understaffing of this office was indicated in our annual budget request in pointing out that in the City and County of San Francisco one employee in personnel functions serves 376 agency employees. This is the largest load imposed by any governmental jurisdiction in California.

IN	One Employee Serves
Los Angeles City	169 positions
Los Angeles County	240 "
Los Angeles Water & Power	111 "
State of California	202 "
Alameda County	200 "
San Mateo County	206 "
Orange County	164 "
San Diego County	156 "
Los Angeles City Schools	138 "
Average	176.2 "
San Francisco	356 "

This office will continue to concern itself with the problem of implementing staff to levels which will make it possible to adequately perform our proper and required functions.

Very truly yours,

CIVIL SERVICE COMMISSION

George J. Grabb
General Manager, Personnel

GJG/co

SAN FRANCISCO CIVIL SERVICE COMMISSION
151 City Hall

September 24, 1968

Annual Report

The Honorable
Mayor Joseph L. Alioto
Room 200, City Hall
San Francisco, California

Dear Mayor Alioto:

In response to your request of August 21, 1968, we report herewith a statement of the major activities of the Civil Service Commission for the fiscal year 1967-68.

I. CLASSIFICATION:

During the fiscal year 1967-68, the Classification Section continued implementing the recommendations of the General Classification Survey. As of July 1, 1968, there remained in the former classification plan 57 classes which included 445 employees. (This is a reduction from 63 classes and 454 employees as reported for fiscal year 1966-67). The former classifications are being eliminated by the Civil Service Commission as such positions are vacated.

At regular meetings during the fiscal year, the Civil Service Commission conducted hearings to resolve requests for reallocation of positions resulting from the General Classification Survey. In addition, the Commission took action on classification matters which have been brought to its attention since the adoption of the General Classification Survey.

During the fiscal year, 404 positions were reallocated or reclassified. In addition, new positions approved by supplemental appropriations were classified. Included in these actions were the following:

The Urban Beautification and Improvement Program was implemented by the establishment or reclassification of positions in the Field Conservation series of classes.

A survey of 1200 positions in the Social Services Department was completed by the staff during the past fiscal year.

The staff concluded the preliminary survey of all positions in the Public Library.

A City-wide survey was commenced to include all professional accounting positions in various departments.

A survey was made involving the retitling and/or reclassification of all professional City Planning positions.

A series of classifications in the Office of the Controller reflecting assignments connected with the Electronic Data Processing Division were established.

The New Careers Project involved the establishment of classifications reflecting this activity.

During the fiscal year the Classification and Pay Division (Management and Employee Services) reviewed the duties of positions and recommended classification actions in the following categories:

New positions classified in 1967-68.....	388
Salary Ordinance Amendments submitted.....	39
New classes established.....	51
Classes abolished.....	7
Class specifications amended.....	39
Class specifications consolidated.....	6

The total number of positions reclassified or reallocated and new positions classified was 792.

II. SALARY STANDARDIZATION:

The staff of the Management and Employee Services Division again conducted salary surveys for employees whose compensations are subject to Sections 151, 151.1, 151.3, 35.5.1 and 36.2 of the Charter.

As a result of such surveys in local private employment and other public jurisdictions throughout the State, and as a result of surveys made for positions in the craft classes, police and fire personnel and municipal railway operators, the following increases were granted effective July 1, 1968:

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Increased Cost Plus Retirement
Sec. 151, 151.1 Adm., Clerical, Professional, etc.	1,188	13,488	1,178	13,464	$ 8,827,571
Sec. 151.3 Craft	69	1,499	56	1,229	1,123,385
Municipal Railway	3	1,778	3	1,778	765,188*
Sec. 35.5.1 and Sec. 36.2 Police and Fire	38	3,614	38	3,614	4,257,012
	1,298	20,379	1,275	20,085	$14,973,156

The Salary Standardization Survey for fiscal year 1968-69 resulted in an overall compensation increase of approximately 7.9%, exclusive of fringe benefits.

* In addition to salary increases, the Operators of the Municipal Railway, through Charter amendment effective for the first time this fiscal year, received fringe benefits as follows:

To be paid into a special fund for benefits to be determined by a Board of Directors - $1,852,393.

Estimated costs of other fringe benefits to the Operators - $1,600,188.

The Salary Standardization Survey for fiscal year 1968-69 required additional staff time because of the need to collect salary data from 37 new classes. Also, the provisions of the union contracts are becoming more complex and require additional staff time to analyze and evaluate these fringe benefits and work conditions which are a part of compensation.

III. RECRUITMENT AND EXAMINATION DIVISION:

Programs Administered

The Recruitment and Examining Division is responsible for the recruitment, selection and placement of personnel for Civil Service entrance and promotive positions in the service of the City and County of San Francisco.

During the fiscal year 1967-68, 402 regular examinations were held compared with 385 for the preceding year. The number of applicants for these examinations was 18,854 compared with 13,304 in the preceding year. The number of eligibles placed on regular lists was 5,133 compared with 3,888 in the preceding year.

Priorities in recruitment have been given to the Police and Fire Departments, Social Services Department, Health Department, probation and child retention staffs, the Municipal Railway, and, from time to time, special situation needs for personnel. The rest of the departments are served as time and appropriations permit.

In recognition of the importance of staffing the ranks of the Police Department, six examinations for Class Q2 Policeman were completed during the fiscal year. Recruitment for Police work has been continuous and as intensive as our resources permit. The results have been better than might have been expected in view of the demands which are now placed upon our officers. The Police Cadet recruitment program required a significant effort by the staff which resulted in reassignments since additional funds were not available. This further resulted in delays in other recruitment programs.

The Social Services Department continues to constitute a source of great demand for personnel services of all kinds. During the past year, thirty-two examinations were held for the Social Work series alone. There were 1,826 applicants for these classifications.

The staff of the office service classifications required 72 examinations for typists and stenographers and we are still unable to supply the necessary personnel.

Residence requirements for applicants have been specified under a number of provisions in the Charter and the Administrative Code. These requirements are detailed in a summary attached to this report. The complexities of these provisions require frequent interpretation to applicants and employees. The liberalization in the residence requirements for employees have been helpful in recruitment and retention of personnel.

Counseling of prospective job applicants has grown to be a significant function of the staff. Frequent requests are received for staff members to meet with groups of students or youth organizations to explain the opportunities and requirements of Civil Service employment. Many of the persons who need this counseling are from minority groups who would otherwise not learn how jobs are obtained.

The resources of this division are not adequate to maintain its work on a current basis. A lag in the work program of approximately a year has resulted from failure to staff on a permanent basis the number of positions needed to handle the increasingly demanding requirements of the service.

A standard for adequate appropriations for personnel services is 7/10th of one percent of the appropriations for personnel services in the operating departments. By this standard this department is seriously lacking in financial support.

Objectives of Recruitment and Examining Program for 1969-70

1. Appropriations to provide adequate resources for the Recruitment and Examination Division to effect a reduction in the backlog of over 200 needed examinations and to intensify recruitment at all levels of positions.
2. Conversion to Electronic Data Processing of feasible processes.
3. Expanded services in these areas:
   a. Career counseling for prospective applicants and present City employees.
   b. Special counseling for the unemployed, underemployed, new citizens seeking employment, the handicapped, and the minority groups members in need of guidance.
   c. Campus counseling and recruitment.
   d. High school visitation for counseling purposes.
   e. Business district application center.

Limited Tenure Program

The direct placement program for limited tenure appointments was initiated for the purpose of broadening employment opportunities for persons whose qualifications were lacking in some respect for regular competition. Experience gained in these appointments will enable many of those selected to qualify in regular competitive examinations or to continue their training toward that objective.

Expanded job opportunities have been created for the disadvantaged citizens of San Francisco. The minimum qualifications for all temporary limited tenure appointments are set in accordance with the policy of the City and County which takes into account dependency status, public assistance, length of unemployment and other economic factors.

On May 13, 1968, the Civil Service Commission resumed direct control of limited tenure appointments to entrance positions. This authority had since May 5, 1962, been delegated to the respective department heads of the San Francisco City and County service. Receipt of applications began on May 20, 1968.

Between May 20, 1968, and June 30, 1968, applications were received from 2,472 persons seeking limited tenure employment. By August 30, 1968, this number of applicants had increased to 4,688. Certification for limited tenure employment was made to 1,389 vacant positions. An analysis of the applications and certification follows:

Limited Tenure Program - Direct Placement

May 20, 1968, to August 30, 1968

Analysis of Applications and Certifications by Racial Code*

Race	Applications	Certifications
Negro	1,565	522
Latin American	264	77
Oriental	289	78
Caucasion	2,506	693
Others	64	19
	4,688	1,389

* Analysis authorized for research purposes by Fair Employment Practices Commission.

The applicant receives a counseling service as well as a job placement service. This is extended City-wide with special attention given to the disadvantaged areas in the community.

The departments in turn are afforded a recruitment service for the employment of temporary personnel in all entrance classifications of the City and County. Immediate recruitment service is provided for all typing and stenographic classes.

During the month of August the weekly volume of new applicants increased to an average of 223. This figure does not include former applicants who are responding to notification about employment or who are reporting back for reemployment. The accompanying increase in clerical work has created a backlog in limited tenure certifications. The lack of sufficient clerical staff impedes the successful accomplishment of the worthwhile goals of this program.

Summary of Examinations

July 1, 1967, to June 30, 1968

Type of Examination	Number of Examinations	Number of Applicants	Number of Participants	Number of Eligibles
Promotive - Regular	73	3,777	2,684	992
Promotive - Continuous	27	138	112	89
Entrance - Regular	61	6,611	3,486	1,157
Entrance - Continuous	241	8,328	4,827	2,895
	402	18,854	11,109	5,133
Limited Tenure - Entrance Classes (May 22, 1968 - June 30, 1968)		2,472		
		21,326		

IV. IN-SERVICE ACTIVITIES TRAINING PROGRAM

The In-Service Activities staff assisted the various departments in providing the following training programs during fiscal year 1967-68:

Programmer (Cobol)
Advanced Ornamental Horticulture
Custodial Training
Accounting Training
High School Diploma

Approximately 200 employees participated in these programs.

Staff members of the Commission continued their assistance with the Intern Program of the Coro Foundation. During the year, 2 interns observed the work of the Commission in the area of examination, classification, salary and wage administration and training. A staff member represented the Commission as a member of the annual Coro Foundation Selection Committee.

The Commission completed its 3rd year under the tuition reimbursement program for City employees. A total of 81 applicants (33 promotional trainings; 48 for improvement in present classification) were approved during the year. This program authorizes partial or full reimbursement to City and County employees and officers for cost of tuition at accredited schools. An appropriation of $4,000 was made available and was encumbered for training reimbursement courses.

During the year work was done on the preparation of a new rule of the Commission to provide a City-wide grievance procedure. It is expected that this rule would become effective during fiscal year 1968-69.

Staff work was performed in connection with the development of a formal apprenticeship program under the State Apprenticeship laws. Meetings were held with representatives of craft and with State officials and Unions who had major interest in the development of apprenticeship training. It is expected that a new rule will be adopted by the Commission during fiscal year 1968-69.

A significant effort was required to establish the rules and procedures for the Trust Fund for Operators of the Municipal Railway required under Charter provisions effective beginning fiscal year 1968-69.

V. NEW CAREERS PROGRAM

Ninety enrollees (Health Department 38; Unified School District 29; Social Services Department 15; Publ ic Library 8) are currently undergoing on-the-job and academic training. A major goal of this program is to help the unemployed or underemployed, 22 years or older, to help themselves through education and training to work to "take the load off of the professional". The Federal Government funds 90% of the cost of the project the first year and 50% the second year. The City and County of San Francisco pays 10% of the cost for the first year in "in-kind" services; will pay 50% of the cost the second year; and pay all of the costs beginning the third year.

Beginning the third year, the New Careerists should have sufficient on-the-job training and education to function efficiently as Teacher Assistants in the Unified School System, Library Technicians, Social Service Technicians, Health Technicians performing meaningful work in the community which is not now being performed because our current professionals are overburdened with other duties.

Eight enrollees under the Neighborhood Youth Corps Program (not over 21 years of age) are assigned to the Public Library and are subject to the same type of training as those assigned to the New Careers Program.

VI. STATISTICAL SUMMARY OF ACTIVITIES

Comparison of expenditures for all appropriations with original budget appropriations for 1967-68 as reflected by Controller's Appropriation Statement for period ending June 30, 1968:

Permanent Salaries	Original Appropriation	Expenditures
Permanent Salaries	$ 671,736.00	$ 541,744.81
Temporary Salaries	57,666.00	76,812.25
Overtime	1,500.00	1,495.33
Fees and Other Compensation	50.00	-
Contractual Services	16,080.00	15,875.00*
Material and Supplies	12,884.00**	13,405.00**
Equipment	2,165.00	2,151.04
Fixed Charges	567.00	566.50
Salary Survey	12,500.00	12,812.03
Police & Fire Examinations	2,400.00	1,993.72
Reimbursement of Training Expense	4,000.00	3,926.00
EDP Temporary Salaries	13,716.00	13,712.88

* Exclusive of $5,770.00 transferred to Purchasing and $1,750.00 to Controller.

** Includes funds for CEPU and MF - Appropriation $4,500.00; expenditure - $4,295.31

Supplemental Appropriation Requests:

Approved:

Temporary Salaries (t temp. P.)	$ 21,836.00
Contractual Services (Advertising)	1,600.00

Disapproved:

Salary Survey	824.76
Temporary Salaries (1212)	2,928.00
Police & Fire Exam (X-ray)	2,300.00

Statistical summary of certifications and appointments for fiscal year 1967-68 compared with fiscal year 1966-67:

	Fiscal 1966-67	Fiscal 1967-68
Requisitions Received		
Permanent	4,561	3,252
Temporary	9,334	14,646
Certifications		
Regular Permanent	2,270	2,608
Limited Tenure Permanent	1,457	1,060
Regular Temporary	1,391	1,190
Limited Tenure Temporary	3,885	5,476
Separations		
Resigned	884	890
Retired	403	409
Relinquished (name returned to list)	243	184
Deceased	102	77
Probationary Appointments		
Terminated	122	89
Dismissed	13	22

VII. SUMMARY:

The ever increasing volume of work and demand for services has developed a backlog in all sections of the Commission that now reflects most difficult conditions. Payroll Auditing, Certifications, Recruitment and Examinations, Management and Employee Services, all are unable to properly function under the stress of insufficient personnel to meet current work loads and critical backlogs have developed.

The serious understaffing of this office was indicated in our annual budget request in pointing out that in the City and County of San Francisco one employee in personnel functions serves 376 agency employees. This is the largest load imposed by any governmental jursidiction in California.

This office will continue to concern itself with the problem of implementing staff to levels which will make it possible to adequately perform our proper and required functions.

Very truly yours,

CIVIL SERVICE COMMISSION

George J. Grubb
General Manager, Personnel

GJG/co

Civil Service Commission of San Francisco
City Hall

ANNUAL REPORT

November 20, 1969

The Honorable
Mayor Joseph L. Alioto
Room 200 - City Hall
San Francisco, California

Dear Mayor Alioto:

In response to your request of September 3, 1969, we report herewith a statement of the major activities of the Civil Service Commission for the fiscal year 1968-69.

I. CLASSIFICATION:

At regular meetings during the fiscal year 1968-69, the Civil Service Commission conducted hearings to resolve requests for reallocation of positions resulting from the General Classification Survey. In addition, the Commission took action on classification matters which have been brought to its attention since the completion of the General Classification Survey.

As of July 1, 1969, there remained in the former classification plan 45 classes which included 297 employees. (This is a reduction from 97 classes and 445 employees as reported for fiscal year 1967-68.) The former classifications are being eliminated by the Civil Service Commission as and positions are vacated.

During the fiscal year, [illegible] positions were reclassified or reallocated. In addition, new positions approved by supplemental appropriations were classified.

The following major classification activities were undertaken by the Classification Section:

1. The transfer of the Port of San Francisco from the State Lands Commission to the City and County of San Francisco, was accomplished. In addition, a classification study of the 389 positions in the Port was conducted, and where feasible such positions were allocated to appropriate City and County classifications. There were 44 requests for special review which are unsolved by the Commission. There still remain some difficult problems yet to be determined.

2. A classification study of the Public Library system was concluded and a portion of the resulting recommendations have been made effective.

3. Classification survey of all levels of probation officer of the Juvenile Court.

4. Preliminary discussions and staff analysis for a classification and salary survey of the San Francisco Housing Authority. Funds for this survey were to be provided by the Authority.

5. Classifications of positions for the Bayview-Hunters' Point Model Neighborhood Agency.

6. Classification of positions for a new Office of Aging in the Mayor's Office as the result of a Federal Grant Project under Title III of the Older American's Act.

7. Survey and report on the transfer of 157 positions in the Utilities Engineering Bureau, Public Utilities Commission, to the Airport, Municipal Railway and Hetch Hetchy Project.

8. Established three major new classifications for the Public Utilities Commission:

- 1173 Deputy General Manager, Public Utilities Commission, Bureau of Operations

- 1174 Director, Bureau of Transportation

- 1175 Director, Utility Property Management Bureau

9. Preliminary discussions were held with representatives of the Police Department regarding a classification survey of the uniformed ranks of the department, to be conducted by the Civil Service Commission staff.

10. A special classification and salary study of the local Economic Opportunity Counsel Staff was conducted by the Civil Service Commission. Funds were provided by the Economic Opportunity Counsel for this purpose.

During the fiscal year the Classification and Pay Division (Management and Employee Services) reviewed the duties of positions and recommended classification actions in the following categories:

New positions classified in 1968-69	690
Salary Ordinance amendments submitted.....	47
New classes established.....	51
Class specifications amended.....	34

The total number of positions reclassified or reallocated and new positions classified was 690.

II. SALARY STANDARDIZATION:

The staff of the Management and Employee Services Division again conducted salary surveys for employees whose compensations are subject to Sections 151, 151.1, 35.5.1 and 36.2 of the Charter.

On January 31, 1969, the Civil Service Commission submitted its salary standardization recommendations to the Board of Supervisors for employees subject to Sections 151 and 151.1 of the Charter. The increases were calculated to cost approximately $7,645,000, including retirement costs. The recommendations proposed salary increases ranging upward to 21%, with the majority of

employees being recommended for a 5% increase.

On February 26, 1969, after review of the data referred to the Commission by the Legislative and Personnel Committee, an additional $111,567 was recommended by the Civil Service Commission.

On March 3, 1969, the Legislative and Personnel Committee submitted salary recommendations to the full board which resulted in an approximate overall increase of 5% for all employees affected, amounting to $6,063,093. On March 10, 1969, the Board of Supervisors adopted the Salary Standardization Ordinance reflecting the Committee's recommendations. The ordinance was approved by the Mayor on that same date, March 10, 1969.

On May 12, 1969, the Chamber of Commerce filed a law suit in the Superior Court petitioning the Court to rule the ordinance invalid. The Superior Court denied the petition.

Subsequently, the Chamber of Commerce appealed the decision to the District Court of Appeals, which appeal was also denied.

At this time, the status of possible further appeal is not known.

As a result of surveys in local private employment and other public jurisdictions throughout the State, and as a result of surveys made for positions in the craft classes, police and fire personnel and municipal railway operators, the following increases were granted, effective July 1, 1969:

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Increased Cost Plus Fringe
Sec. 151, 151.1 Adm., Clerical, Professional, etc.	1,290	14,458	1,251	14,442	$ 6,063,093
Sec. 151.3 Crafts	81	1,529	81	1,529	1,223,733
Sec. 151.3.1 Municipal Railway	3	1,783	3	1,783	1,243,200
Sec. 35.5.1 and Sec. 36.2 Police and Fire	38	3,562	38	3,562	6,283,493
	1,412	21,332	1,373	21,316	$ 14,813,519

The over-all salary standardization procedures for fiscal year 1969-70 resulted in an increase of approximately 6.1%, exclusive of fringe benefits.

For fiscal year 1969-70, the wages for operators of the Municipal Railway were based on the wage rates paid to the four transit companies in New York City. In accordance with Charter Section 191.3.1, fringe benefits for the operators were based on fringe benefits for the New York transit companies. The survey for fiscal year 1969-70 determined that the highest wage rates for operators were paid at Washington, D.C., and Boston, Massachusetts, and these rates were used in the establishment of the wage rate for the operators of the San Francisco Municipal Railway. Because of lack of information within time limits, the fringe benefits of New York were carried forward subject to amendment as soon as required information could be obtained and actuarial review could be made. Such amendments would be retroactive to the beginning of the fiscal year.

The Salary Standardization Survey for fiscal year 1969-70 required additional staff time because of the need to collect salary data for the newly acquired Port activity and the necessity to review data for a number of new classes. Also, the provisions of the union contracts are becoming more complex and require additional staff time to analyze and evaluate these fringe benefits and work conditions which are a part of compensation.

III. RECRUITMENT AND EXAMINATION DIVISION

Programs administered

The Recruitment and Examining Division is responsible for the recruitment, selection and placement of personnel for Civil Service entrance and promotive positions in the service of the City and County of San Francisco.

During the fiscal year 1968-69, 303 regular examinations were held. Reflected in this figure is the emphasis placed upon promotional examinations and examinations which represent special problems. Some 12,116 applicants were examined, and 4,013 were placed on eligible lists. The assumption of limited tenure examinations through this division added some 11,000 applicants who were tested, from which group about 5,000 certifications were made.

Priorities in regular recruitment have been given to the Police and Fire Departments, Social Services Department, Health Department, probation and child detention staffs, the Municipal Railway, and from time to time, special situation needs for personnel.

In the critical area of police services, some six concurrent examinations were held for Policeman and Police Cadet. Recruitment and examination for these classes is continuous and intensive and places heavy demands upon staff time, which have not been met by increased funding. This significant effort performed without additional staff resources, contributed to the backlog of general examination work.

A second critical area has been in the basic typist and stenographer classifications which serve as the backbone of many departmental operations. During the latter part of the fiscal year, the division expanded the examination program to weekly testing, which appears to be meeting the needs of the service. This program, again, requires intensive effort with consequent slowdown in other areas.

The Social Services Department continues to constitute a source of great demand for personnel services of all kinds. During the past year, thirty examinations were held for the social work series alone. There were 2251 applicants for those classifications.

Counseling of prospective job applicants has proven to be a significant function of the staff. Frequent requests are received for staff members to meet with groups of students or youth organizations to explain the opportunities and requirements of civil service employment. Many of the persons who need this counseling are from minority groups who would otherwise not learn how jobs are obtained.

The budget and staff of the division are not adequate to reduce or even to maintain equilibrium in the face of an examination backlog which has grown to some 380 examinations, many of which are in highly specialized and technical areas. The staff of the division has increased by just 5 employees over the past 10 years, while the number of positions under civil service employment has increased from some 15,000 to 22,000. The most critical factor, however, is the increase in the number of classifications subject to examination from 700 ten years ago to 1,300 today. Increasing specialization in both business and government has thus forced upon the examination division a greatly expanded area of operations without commensurate increase in staff. The five new employments represent less than a 10% increase to meet the 85% increase in classes for which examinations must be drafted.

As an important part of the problem of under-staffing, it is noted that 20 percent of staff time is now spent on protest and appeal procedures. Other merit system agencies do not spend more than 2 or 3 percent of staff time in protest and appeal matters. This problem area contributes significantly to the examination program backlog.

Objectives of Recruitment and Examining Program for 1970-71

1. Appropriations to provide adequate resources for the Recruitment and Examination Division to effect a reduction in the backlog of some 380 examinations and to intensify recruitment at all levels of positions.

2. Conversion to Electronic Data Processing of feasible processes.

3. Expanded services in these areas:
   a. Career counseling for prospective applicants and present city employees.
   b. Special counseling for the unemployed, under-employed, new citizens seeking employment, the handicapped, and the minority groups members in need of guidance.
   c. Campus counseling and recruitment.
   d. High school visitation for counseling purposes.
   e. Business district applicant center.

Limited Tenure Program

The direct placement program for limited tenure appointment was initiated for the purpose of broadening employment opportunities for persons whose qualifications were lacking in some respect for regular competition.

Experience gained in these experiments will enable many of them eventually to qualify in regular competitive examinations or to continue their training toward that objective.

Expanded job opportunities have been created for the disadvantaged citizens of San Francisco. The minimum qualifications for all temporary limited tenure appointments are set in accordance with the policy of the City and County which takes into account consideration of age, public assistance, length of unemployment and other economic factors.

On May 13, 1968, the Civil Service Commission resumed direct control of limited tenure appointments to entrance positions. This authority had since May 5, 1962 been delegated to the respective departmental heads of the San Francisco City and County service. Receipt of applications began on May 20, 1968.

Between May 20, 1968 and July 3, 1969, applications were received from 12,416 persons seeking limited tenure employment. Certifications for limited tenure employment were made to 5,228 vacant positions. An analysis of the applications and certifications follows.

Limited Tenure Program - Direct Placement

May 20, 1968 to July 3, 1969

Analysis of Applications and Certifications by Racial Group*

Race	Applications	Certifications
Negro	3,764	1,668
Latin American	614	242
Oriental	731	250
Caucasian	7,102	2,993
Others	205	75
	12,416	5,228

*Analysis authorized for research purposes by Fair Employment Practices Commission.

The applicant receives a counseling service as well as a job placement service. This is extended city-wide with special attention given to the disadvantaged areas in the community.

The departments in turn are afforded a recruitment service for the employment of temporary workers and in all entrance classifications of the City and County. Immediate recruitment service is provided for all typing and stenographic classes.

Summary of Examinations - July 1, 1968 to June 30, 1969

Type of Examination	Number of Examinations	Number of Applicants	Number of Eligibles	Number of Eligibles
Promotive - Regular	60	2,265	1,[illegible]93	943
Promotive - Continuous	13	6[illegible]	54	32
Entrance - Regular	41	2,641	1,[illegible]	545
Entrance - Continuous	189	7,176	3,[illegible]	2,493
TOTAL	303	12,118	6,655	4,013
Limited Tenure - Entrance Classes (May 22, 1968 - July 3, 1969)		12,416		
TOTAL		24,534		

IV. IN-SERVICE ACTIVITIES TRAINING PROGRAM

The In-Service Activities staff assisted the various departments in providing the following training programs during fiscal year 1968-69:

Programmer (Cobol)
Advanced Ornamental Horticulture
Custodial Training
Accounting for Supervisors
High School Diploma

The Commission completed its 7th year under the tuition reimbursement program for city employees. A total of 54 applicants (23 professional trainings; 31 for improvement in present classification) were approved during the year. This program authorizes partial or full reimbursement to City and County employees and officers for class B tuition at accredited schools. An appropriation of $4,000 was made available and was encumbered for training reimbursement courses. A number of requests for reimbursement under this program could not be approved because at the time of application all available money was encumbered. The Civil Service Commission's request for funds for the current fiscal year to continue this program was not approved.

A city-wide grievance procedure was adopted and became effective March 10, 1969. The experience of the several departments in administering the grievance procedure will be followed with interest by the Civil Service Commission to attempt to ascertain the success of the program, and whether amendments of the rules or procedures will be required.

Implementation of the Meyers-Milias-Brown Act, passed at the 1968 session of the State Legislature and governing employer-employee relations in the various political subdivisions of the State, began during the year. A consultant was engaged beginning April 1 to prepare a plan, which, although not complete, had progressed as indicated below by the end of the fiscal year.

Two committees were appointed, one representing city and county management, the other major employee organizations, both affiliated and

unaffiliated. The consultant met regularly with these committees and had a plan ready for consideration by management of the city and county by the end of June.

The need for a mature program of labor relations in the municipal service was emphasized by the occurrence of three strikes during the first six months of 1969. The first was triggered by a shift change ordered for an employee at Laguna Honda Hospital upon short notice. The strike ended after one work shift with an agreement that executives of the Health Department and leaders of the Hospital Workers' Union would negotiate an agreement on work rules, including the status of union stewards. This was done and is in effect until general city-wide regulations are adopted.

The other two work stoppages occurred in the adult and juvenile probation departments. The employees in these two instances struck to secure added staff and thereby reduce caseloads, and both ended after a short time when appropriate budgetary arrangements were worked out.

Operators of the Municipal Railway threatened strike action in connection with demands that supervisory classes in the Municipal Railway be granted monitary recognition in lieu of fringe benefits enjoyed by the operators. The Civil Service Commission staff assisted in the negotiations which led to a satisfactory solution of the problem without resort to strike action.

At the request of several department heads, who expressed concern over their lack of understanding of procedures for negotiating with employee representatives, an experimental training program was organized. This consisted of four sessions, at each of which a noted spokesman for management or labor took up one phase of the problem, after which the group participated in a discussion with him of the topic of the day. This was well received and led to the suggestion that a training program in employer-employee relations be developed in greater depth and be offered to all management personnel of the City and County.

The funds approved for the engagement of the consultant to prepare plans for formal recognition of employee organizations will be expended by September 30, 1969. It will be necessary that further funds and other resources be made available to continue the program in order to implement the requirements of State law that employee organizations be formally recognized and be afforded the right to meet and confer in good faith.

A rule concerning the Apprenticeship Program under the State Apprenticeship Law, was adopted by the Commission in 1968. Discussions are underway between management, the Civil Service Commission, and interested unions to implement an apprenticeship program.

V. NEW CAREERS PROGRAM AND YOUTH TRAINING PROGRAM

NEW CAREERS

The Civil Service New Careers Program is currently in its second year.

75 enrollees are now participating in on-the-job and college academic training out of an initial 98. The trainees are placed with departments where they spend 20 hours per week training to render human services. The balance of their 40 hours week is spent in college, a course working toward a two-year Associate of Arts Degree or its equivalent. The placements are as follows:

Public Health	35
Board of Education	19
Social Services	10
Library	11

A major goal of this program is to help the unemployed or underemployed, 22 years or older, to help themselves through education and training to work to "take the load off of the professional". The Federal Government funded 90% of the cost of the project the first year and 50% the second year. The City and County of San Francisco contributed 10% of the cost for the first year in "in-kind" services; is now contributing 50% of the cost for the second year; and will pay all of the costs beginning the third year when trainees become full-time employees.

Beginning with the third year, the New Careerists should have sufficient on-the-job training and education to function effectively as Teacher Assistants in the Unified School System, as Library Technicians, as Social Service Technicians, and as Health Technicians performing meaningful work in the community that is not now being performed because our current professions are overburdened with other duties. We consider the program as worthwhile as it has steadily progressed toward its goal of providing improved services to clients as well as providing rewarding work and an improved economic status to its participants.

YOUTH TRAINING

The Civil Service Commission administers the Youth Training Program (part of the Federal Department of Labor Concentrated Employment Program) under which 53 enrollees are at present assigned as follows:

Municipal Railway - 40
Public Utilities Commission - Engineering Department - 5
Civil Service Commission - 6
Coroner's Office - 2

These enrollees are being trained for target positions and receive vocational and academic training to meet the entrance requirements necessary to qualify for existing Civil Service positions or make them eligible to compete in private industry. This program is designed to train the unemployed and underemployed for remunerative positions which will enable them to become self-supporting.

Basically, the Federal Government funds 90% of the cost; the City and County pays 10% "in-kind" contribution; the Public Utilities Commission is contributing 90 cents of the $2.50 hourly wage for each of the 40 Municipal Railway Trainees. Each trainee position is funded for up to twelve months and pre-selection requirements are such that the enrollees may, with maximum participation in training, perform efficiently on the job after their prescribed training period expires.

VI. STATISTICAL SUMMARY OF ACTIVITIES

Comparison of expenditures for all appropriations with original budget appropriations for 1968-69 as reflected by Controller's Appropriation Statement for period ending June 30, 1969:

Permanent Salaries	Appropriations	Expenditures
Permanent Salaries	$ 736,270.00	$ 680,833.39
Temporary Salaries	110,100.00 *	90,361.83
Overtime	6,706.00	5,809.89
Fees and other Compensations	50.00	—
Contractural Services	17,685.00 **	16,830.23
Materials and Supplies	12,895.00	11,671.01
Equipment	1,700.00	1,634.79
Fixed Charges	567.00	566.60
Salary Survey	12,500.00 ***	13,744.12
Fire and Police Examinations	10,000.00 ****	9,834.61
Reimbursement of Training Expense	4,000.00	3,510.35
EDP Temporary Salaries	14,760.00	14,467.66

* Unexpended balances of Special Appropriations for specific purposes that were not completed have been forwarded to 1969-70 - $14,629.07.

** Exclusive of funds transferred to Purchaser $6,270.00 and Controller $14,013.00.

*** Additional funds for Salary Survey:
$800.00 transferred from Materials and Supplies.
$488.00 - Controller reserve for adjustment

**** For the first time funds appropriated for FBI's and back examinations.

Supplemental Appropriation Requests:

Approved:
Overtime $5,296.00
Temporary Salaries $63,284.00

Statistical summary of certifications and appointments for fiscal year 1968-69 compared with fiscal year 1967-68:

Requisitions Received	Fiscal 1967-68	Fiscal 1968-69
Permanent	3,252	3,807
Temporary	14,646	8,824
Certifications		
Regular Permanent	2,608	2,720
Limited Tenure Permanent	1,060	1,624
Regular Temporary	1,190	1,556
Limited Tenure Temporary	5,476	4,878

Separations	Fiscal 1967-68	Fiscal 1968-69
Resigned	755	771
Retired	409	399
Relinquished	184	230
Deceased	77	112
Probationary Appointments		
Terminated	59	95
Dismissed	22	12

VII. SUMMARY:

In the Annual Report for fiscal year 1967-68, the following summary statement was made:

> "The ever increasing volume of work and demand for services has developed a backlog in all sections of the Commission that now reflects most difficult conditions. Payroll Auditing, Certifications, Recruitment and Examinations, Management and Employee Services, all are unable to properly function under the stress of insufficient personnel to meet current work loads and critical backlogs have developed.
>
> "The serious understaffing of this office was indicated in our annual budget request in pointing out that in the City and County of San Francisco one employee in personnel functions serves 376 agency employees. This is the largest load imposed on any governmental jurisdiction in California.
>
> "This office will continue to concern itself with the problem of implementing staff to levels which will make it possible to adequately perform our proper and required functions."

We wish to emphasize that the situation this year has in no way been lessened, but the problems and the consequent need for resources to meet the problems are ever increasing and becoming more aggravated.

Very truly yours,

CIVIL SERVICE COMMISSION

George J. Gibbs

George J. Gibbs
General Manager, Personnel

GJG:kc

CIVIL SERVICE COMMISSION OF SAN FRANCISCO
151 City Hall

Annual report

September 24, 1970

Honorable Joseph L. Alioto
Mayor
City and County of San Francisco
San Francisco, California

Dear Mayor Alioto:

In response to your request of August 28, 1970, we report herewith a statement of the major activities of the Civil Service Commission for the fiscal year 1969-70.

I. CLASSIFICATION.

At regular meetings during fiscal year 1969-70, the Civil Service Commission resolves requests for reallocation of positions resulting from the general classification survey. As of July 1, 1970 there remained in the former classification plan 37 classes which included 256 employees. (This is a reduction from 45 classes and 297 employees as reported for fiscal year 1968-69.) The former classifications are being eliminated by the Civil Service Commission as such positions are vacated.

In addition, the Commission acted upon classification matters which have been brought to its attention since the adoption of the general classification survey. During the fiscal year 232 positions were reclassified. In addition, 124 new positions approved by supplemental appropriations were classified.

The following major classification activities were undertaken by the Classification Section:

1. A classification survey of the uniformed positions in the Police Department was undertaken to identify which duties assigned to these ranks could be performed by civilian employees thereby releasing police officers for field duty. The major aspects of this survey were completed and the resulting recommendations were implemented by the establishment of 153 civilian employments in a variety of classifications. A number of new classifications were established in connection with this survey - among these were:

8215 Traffic Control Officer
8217 Station Officer
8238 Police Communications Dispatcher

The reallocation of uniformed positions to civilian classifications will ultimately result in substantial payroll savings.

2. The San Francisco Housing Authority - classification and salary survey. The survey included a review of 130 employees in 60 classifications in administrative, technical and clerical groups but excluding craft workers.

3. A complete classification study of the Adult Probation Department was begun during the year. Position classification questionnaires were completed by all employees and returned to the Civil Service Commission for review and auditing. Preliminary classification determinations were made, field audits and a final report regarding the classification study of the Adult Probation Department will be made to the Civil Service Commission during the current fiscal year.

4. A classification survey of Counselor positions in the Juvenile Hall was begun. A final report has been prepared and is currently before the Commission for consideration. Included in the recommendations of the staff is the establishment of a new class of 8313 Counselor II.

5. A new class of 7463 Utility Plumber Apprentice was established during the year. This new program was initiated by a resolution of the Public Utilities Commission which noted that such an apprenticeship would be part of the program of affirmative action providing employment opportunities for minority groups. The Coordinating Committee of the Joint Apprenticeship Committees of the Plumbing and Pipe Fitting Industry endorsed and participated in this program. Additionally, the Civil Service Commission in several public hearings considered all aspects of this program as presented by various labor unions, employee association representatives and management personnel. 36 men are scheduled to be appointed in the first apprentice group. Composition of this class includes approximately 50% minority representation. Following establishment of this first city apprenticeship program, it is anticipated that additional apprentice classifications will be proposed for other crafts.

In summary, during the fiscal year the Management and Employee Services Division reviewed the duties of positions and recommended classification actions as follows:

New positions classified in 1969-70	650
Salary Ordinance amendments submitted	39
New classes established	63
Class specifications amended.....	18

II. SALARY STANDARDIZATION - MISCELLANEOUS EMPLOYEES.

The staff of the Management and Employee Services Division again conducted salary surveys for employees whose compensations are subject to Sections 151, 151.1, 151.3.1, 35.5.1 and 36.2 of the Charter.

On January 31, 1970, the Civil Service Commission submitted its salary standardization recommendations to the Board of Supervisors for employees subject to Sections 151 and 151.1 of the Charter. The increases were calculated to cost approximately $9,500,000, including retirement costs. The recommendations proposed salary increases ranging upward to 25%, with the majority of employees being recommended for a 5% increase.

On February 25, 1970, after review of the data referred to the Commission by the Legislative and Personnel Committee, an additional $25,128 was recommended by the Civil Service Commission.

On March 9, 1970, the Legislative and Personnel Committee submitted salary recommendations to the full board which resulted in an approximate overall increase of 5.3% for all employees affected, amounting to $6,053,043. On March 16, 1970, the Board of Supervisors adopted the Salary Standardization Ordinance reflecting the Committee's recommendations.

Various city employee organizations received strike sanction from the San Francisco Labor Council which precipitated a three-day partial work stoppage for miscellaneous city employees. Around the clock discussions between the striking city employee organizations, the Mayor's office, the Board of Supervisors, management representatives and the civil service staff were held. Agreement was reached which ended the work stoppage.

MUNICIPAL CARMEN.

Municipal Railway operators continued to receive fringe benefits for the New York transit systems for fiscal year 1969-70 even though the highest wage rates for operators were paid at Washington, D.C., and Boston, Massachusetts, and these rates were used in the establishment of the wage rates for the operators of the San Francisco Municipal Transit System. Because of lack of information within time limits, the fringe benefits of New York were carried forward, subject to amendment as soon as required information could be obtained and actuarial review could be made. Such amendments would be retroactive to the beginning of the fiscal year.

Subsequently, the Transport Workers Union instituted a court suit which questioned the legality of a cost of living factor paid by Boston and Washington in 1969-70 wage certification. The Superior Court determined that cost of living under Section 151.3.1 of the Charter was not a part of the basic wage rate and directed the Civil Service Commission to certify to the Board of Supervisors for fiscal year 1970-71, the rates from the New York Transit Systems which did not include a cost of living factor. The Civil Service Commission ordered that this matter be appealed and it is unknown at this time what decision will be reached by the Appellate Court which might affect wage schedules and fringe benefits for municipal operators.

As a result of surveys in local private employment and other public jurisdictions throughout the State, and as a result of surveys made for positions in the craft classes, police and fire personnel and municipal railway operators, the following increases were granted, effective July 1, 1970:

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Increased Cost Plus Retirement
Sec. 151,151.1 Adm.,Clerical, Professional,etc.	1317	14,846	1204	14,561	$ 6,053,043
Sec. 151.3 Crafts	81	1,682	76	1,624	1,409,674
Sec. 151.3.1 Municipal Railway	3	1,791	3	1,791	1,602,700
Sec. 35.5.1 and Sec. 36.2 Police and Fire	38	3,559	38	3,559	2,392,980

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Increased Cost Plus Retirement
Totals	1439	21,878	1321	21,535	$11,458,397

The over-all salary standardization procedures for fiscal year 1970-71 resulted in an increase of approximately 5.9% exclusive of fringe benefits.

III. RECRUITMENT AND EXAMINATIONS DIVISION.

Programs Administered:

The Recruitment and Examining Division is responsible for the recruitment, selection and placement of personnel for Civil Service entrance and promotive positions in the service of the City and County of San Francisco.

During the fiscal year 1969-70, 458 regular examinations were held. 21,485 persons submitted applications for regular examinations; 10,849 individuals participated in testing, and 5,277 individuals were placed on eligible lists. In addition, there were 8,757 applicants for limited tenure examinations, 5,464 participants in limited tenure examinations and 5,378 limited tenure eligibles (appointees). The division thus accepted 30,242 applications, tested 16,313 individuals and placed 10,605 individuals on eligible lists. This represents about a one-third increase in the work output of the division over the last fiscal year.

Examination Priorities:

Priorities in regular recruitment have been given to the Police and Fire Departments, the Social Services Department, and the Department of Public Health. A new procedure was affected for promotional examinations in the Fire Department. The length of time from the posting of examination announcements to the adoption of eligible lists was cut from more than 6 months to 4 months. This procedure will be effected in Police Department promotional examinations when scheduled.

During the fiscal year examinations for Policeman and Police Cadet were heavily stressed. Ten (10) eligible lists were adopted for Class Q2 Policeman containing names of 167 eligibles plus servicemen. In April the Police Department was brought to full strength for the first time in recent years. This division is continuing to give priority to these examinations in order to maintain eligible lists to staff vacancies which occur by normal turn-over and the 100 additional positions which have been created by the Board of Supervisors. The heavy concentration of staff time and effort in this critical area without additional staff contributes to the backlog of general examination work.

Heavy concentration has also been given to examinations in the basic stenographic and typist classifications which are critical to the operation of many departments. Tests have been given weekly.

The staffing of the Department of Social Services has been brought up-to-date with respect to the professional Social Worker positions. Conversion of programs in this department has required intensive effort to staff positions in the new Eligibility Worker classification. The Commission has been deeply concerned with avoiding the layoff of personnel in positions to be reclassified as a result of the conversion program.

Counseling of Job Applicants:

The division staff has been involved with counseling of prospective job applicants. Staff members have met with various groups throughout the city to interest individuals in civil service employment. Many of the persons contacted have been from minority groups and it is felt that some significant headway has been made in interesting such persons in employment with the City and County.

Limited Tenure Program:

Direct placement through limited tenure appointment has continued to be a significant factor in bringing individuals from minority groups into the mainstream of the employment field. Many of the individuals placed through limited tenure appointment pass regular civil service examination after they have had the necessary training through their limited tenure appointments. Almost half of the persons so placed have been from minority racial groups.

Applicants for limited tenure examination are interviewed by the staff and are placed with a view toward enhancing their qualifications through on-the-job training, thus enabling them to qualify for regular examinations at a later time.

OBJECTIVES OF RECRUITMENT AND EXAMINING PROGRAM FOR 1971-72.

The Civil Service Commission has asked the Board of Supervisors to abolish the ordinance relating to the limited tenure appointment procedure, to be effective in two years. This will result in a large scale expansion of recruitment and examination division activities and contemplates increasing the permanent and temporary staffing of the division with sufficient force to reduce the examination backlog of 350 to 400 classifications.

The staffing of the regular examination program has been reorganized into a number of examining teams. This team concept has lead to increased production in this section. It is anticipated that the number of teams will be increased from the current six (6) to ten (10) full teams to form the nucleus of a permanent examination maintenance program.

The long-awaited conversion to electronic data processing of personnel records should enable the division to keep abreast of examination needs as they occur. Current budgeting for item analysis programs will effect better written examinations through application of scientific methods.

The division will continue to expand recruitment programs designed to reach the unemployed, the under-employed, the handicapped, and minority groups

throughout the city; as well as to continue with high school and college campus recruitment. Testing in specific areas such as in the operating departments will be stressed whenever it appears that large numbers of employees qualify for examination but have not been brought into the examination program because of communication and related problems.

Studies will be initiated on ways and means to reduce the large amount of staff time (approaching twenty per cent) now devoted to protest and appeal procedures.

IV. IN-SERVICE ACTIVITIES TRAINING PROGRAM.

The In-Service Activities staff assisted the various departments in providing the following training programs during fiscal year 1969-70:

Programmer (Cobol)
Advanced Ornamental Horticulture
Custodial Training
Accounting Training
High School Diploma

An appropriation of $4,000 was available for training reimbursement courses under the Employees Training Reimbursement Program in previous fiscal years. However, the Civil Service Commission's request for funds for the current fiscal year to continue this program was not approved.

As we indicated in last year's annual report, the Civil Service Commission engaged the services of a consultant to prepare a plan to implement the Meyers-Milias-Brown Act passed at the 1968 session of the State Legislature. The consultant completed his work, submitted a draft of an employee relations ordinance and left the department in the Fall because no funds were appropriated to continue this work. The staff made some revision of his proposals. The draft of an employee relations ordinance was only intended to be a basis of discussion and a start of a series of meetings and conferences with all interested parties to attempt to reach a consensus.

The Civil Service Commission later appointed a management team which consisted of the following members to meet with a similar committee representing the various labor groups:

MANAGEMENT TEAM

Chief Administrative Officer, Chairman
General Manager, Public Utilities Commission
General Manager, Civil Service Commission
Chief of Police

Ex-Officio Members:

Mayor
Chairman, Legislative and Personnel Committee,
Board of Supervisors

The appointment of a labor team has not as yet been finalized and still is in the discussion stage between representatives of the Labor Council, the Building Trades, the Teamsters and other groups.

V. NEW CAREERS PROGRAM AND YOUTH TRAINING PROGRAM.

NEW CAREERS

The New Careers Program sponsored by the Civil Service Commission was completed by a majority of the enrollees on June 30, 1970 with the exception of 15 New Careerists who were unavoidably delayed in completing their work experience and educational curriculum. Of the original 98 enrollees who started the program two years ago, 56 have completed two years of on-the-job training and also completed two years of college academic work. These 56 are currently regular civil service employees in budgeted positions working in the following departments:

Department of Public Health	28
Department of Social Services	6
Public Library	6
San Francisco Unified Schools	16

These New Careerists who successfully completed the program have sufficient on-the-job training and education to function effectively as Teacher Assistants in the Unified School System, as Library Technicians in the Public Library System, as Social Service Technicians in the Department of Social Services and Community Health Workers in the Health Department. In each case they are performing meaningful work in the community that was not being offered before because our professionals are overburdened with other duties. It is anticipated that the other 15 enrollees will complete their required work experience and college academic training by June 30 of 1971, at which time they will be assigned on a full time basis to the operating departments as regular employees in fully budgeted positions.

The major goal of this program was to help the unemployed and underemployed, 22 years of age or older, to help themselves through education and training to work to "take the load off the professional". The Federal Government funded 90% of the cost of the project the first year and 50% of the second year. The City and County of San Francisco contributed 10% of the cost for the first year in "in-kind"services, contributed 50% of the cost of salaries only for the second year, and beginning the third year all qualified New Careerists are employed as regular full time civil service employees. We consider the program as worthwhile in that New Careerists are providing improved and new services to clients, as well as providing meaningful work and an improved economic status to the participants.

YOUTH TRAINING PROGRAM.

During the year, the Civil Service Commission contracted with the Concentrated Employment Program of the Economic Opportunity Council (funded by the Department of Labor) for the administration of a Youth Training Program.

52 enrollees were trained under the contract for target positions and received vocational and academic training to meet the entrance requirements necessary to qualify for existing civil service positions or positions in private industry. This program is designed to train the unemployed and under-employed for remunerative positions which will enable them to become self supporting.

During the year the following number of enrollees were trained in their respective areas:

	Enrollee's Entered Program
Municipal Railway Transportation Assistants	40
Draftsman Trainee	5
Civil Service Commission	6
EDP Trainee	6
Laboratory Trainees	2

The Civil Service Commission is currently recruiting an additional 40 enrollees for the Transportation Program and working on a Fire Safety Technician Program which will train 25 minority enrollees to be Firemen.

VI. STATISTICAL SUMMARY OF ACTIVITIES.

Comparison of expenditures for all appropriations with original budget appropriations for 1969-70 as reflected by Controller's Appropriation Statement for period ending June 30, 1970:

Permanent Salaries	Appropriations	Expenditures
Permanent Salaries	$ 784,709.00	$ 733,609.71
Temporary Salaries	91,259.00	79,802.04
Overtime	2,500.00	2,380.58
Fees and Other Compensation	50.00	--
Contractual Services	19,605.00 *	19,550.95
Materials and Supplies	12,895.00	10,932.24
Equipment	--	--
Fixed Charges	602.00	591.50
Salary Survey	15,000.00	14,849.89
Fire and Police Examinations	12,950.00	12,614.57
Reimbursement of Training Expense	--	--
EDP - Integrated Personnel System	73,740.00 **	73,740.00

* Exclusive of funds transferred to Purchaser $6,500.00

** Funds transferred to Controller

Supplemental Appropriation Requests approved and included in above indicated amounts:

Temporary Salaries	$41,259.00
Overtime	1,000.00
Salary Survey	2,500.00
Fire & Police Examinations	2,950.00

Statistical summary of certifications and appointments for fiscal year 1969-70 compared with fiscal year 1968-69:

	Fiscal 1968-69	Fiscal 1969-70
Requisitions Received		
Permanent	3,807	3,566
Temporary	8,824	16,318
Certifications		
Regular Permanent	2,720	2,925
Limited Tenure Permanent	1,624	878
Regular Temporary	1,536	1,479
Limited Tenure Temporary	4,878	4,708
Separations		
Resigned	724	718
Retired	359	495
Relinquished	230	267
Deceased	112	72
Probationary Appointments		
Terminated	95	92
Dismissed	12	16

VII. PRIMARY ACCOMPLISHMENTS.

Survey of uniformed positions in the Police Department.

Examinations for uniformed positions in the Police Department have filled all vacant positions for the first time in recent years.

A new procedure in giving promotive examinations in the uniformed services has cut the time period between the time the examination is announced and the eligible list is established by 33-1/3%.

Reorganization of examination program into a number of examining teams has increased production.

Housing Authority Survey.

Preparation of Meyers-Milias-Brown Ordinance on collective negotiation.

Salary Standardization Survey.

Completion of Port classification survey.

MAJOR PROBLEMS

Implementation of the Meyers-Milias-Brown Ordinance for collective negotiation.

Maintenance and updating of a city-wide classification plan caused by the yearly increase in number of classifications.

350 to 400 examination backlog.

SOLUTIONS TO PROBLEMS

City-wide classification maintenance program can be solved by personnel increases of approximately 50% in technical staff.

Examination backlog can be reduced by additional staffing and by amendment to the Charter eliminating employees' protest periods which consume between 15 and 20% of professional staff time handling protests and appeal matters.

VIII. SUMMARY.

In the Annual Report for fiscal year 1968-69, the following summary statement was made:

> "The ever increasing volume of work and demand for services has developed a backlog in all sections of the Commission that now reflects most difficult conditions. Payroll Auditing, Certifications, Recruitment and Examinations, Management and Employee Services, all are unable to properly function under the stress of insufficient personnel to meet current work loads and critical backlogs have developed.

"The serious understaffing of this office was indicated in our annual budget request in pointing out that in the City and County of San Francisco one employee in personnel functions services 376 agency employees. This is the largest load imposed by any governmental jurisdiction in California.

This office will continue to concern itself with the problem of implementing staff to levels which will make it possible to adequately perform our proper and required functions."

We wish to emphasize that the situation this year has in no way been lessened, but the problems and the consequent need for resources to meet the problems are ever increasing and becomming more aggravated.

Very truly yours,

CIVIL SERVICE COMMISSION

George J. Grabb

George J. Grabb
General Manager, Personnel

#3
1970-71

CIVIL SERVICE COMMISSION OF SAN FRANCISCO
151 City Hall

September 29, 1971

Honorable Joseph L. Alioto
Mayor
City and County of San Francisco
San Francisco, California

Dear Mayor Alioto:

In response to your request of September 1, 1971, we report herewith a statement of the major activities of the Civil Service Commission for the fiscal year 1970-71.

I. CLASSIFICATION

At regular meetings during fiscal year 1970-71, the Civil Service Commission resolves requests for reallocation of positions resulting from the general classification survey. As of July 1, 1971 there remained in the former classification plan 47 classes which included 236 employees. The former classifications are being eliminated by the Civil Service Commission as such positions are vacated.

In addition, the Commission acted upon classification matters which have been brought to its attention since the adoption of the general classification survey. During the fiscal year 210 positions were reclassified. In addition, 136 new positions approved by supplemental appropriations were classified.

The following major classification activities were undertaken by the Classification Section:

1. A classification study of the Adult Probation Department which was begun during the previous fiscal year was completed. 70 positions were surveyed and the class of Adult Probation Officer and Juvenile Probation Officer were consolidated into one classification.

2. A classification survey of counselor positions in the Juvenile Hall was completed. Several new classifications were established as a result of surveying 85 positions. The reclassifications involved in this study did not result in any increase in cost. New entry levels were established to aid minority recruitment. A new supervisory level was established to assist management.

3. During the past fiscal year, the staff started a survey of all engineering and drafting positions throughout the city and county service. Most of these positions are found in the Public Works and the Public Utilities Departments. The purpose of the survey is to determine if the class specifications are descriptive of the duties assigned to these positions and if present occupants are performing duties which are allocated to the appropriate classification.

4. The staff completed a survey of administrative positions in the California Palace of the Legion of Honor and the M. H. De Young Memorial Museum. Changes in respective classifications reflect the consolidation of the two museums. As a result of the consolidation there will be one Director Museums and one Assistant Director with expanded responsibility.

5. The staff classified several new executive and administrative positions as a result of the establishment of a separate Airports Department and Commission. These new positions are involved in planning, development and operations of the Airport.

6. The staff prepared new job descriptions for positions to reflect a centralized Model Cities Program under the Mayor. These positions are in the area of fiscal responsibility, planning and development, evaluation and monitoring and management information systems.

7. The staff also established four new positions to reflect a reorganization of the Buildings and Grounds Division of the San Francisco Unified School District. The new positions are:

School Architecture Coordinator
School Facilities Needs Analyst
School Facilities Planner
School Construction Coordinator

These new positions reflect the reorganization of the Division of Buildings and Grounds to the Facilities, Planning and Construction Division. The purpose of the reorganization is to bring schools which do not meet the requirements of the Field Act up to standards.

In summary, during the fiscal year the Management and Employee Services Division reviewed the duties of positions and recommended classification actions as follows:

New positions classified in 1970-71 Budget.....	150
Salary Ordinance amendments submitted.....	44
New classes established.....	48
Class specifications amended.....	44

II. SALARY STANDARDIZATION - MISCELLANEOUS EMPLOYEES.

The staff of the Management and Employee Services Division again conducted salary surveys for employees whose compensations are subject to Sections 151, 151.1, 151.3.1, 35.5.1 and 36.2 of the Charter.

On January 29, 1971, the Civil Service Commission submitted its salary standardization recommendations to the Board of Supervisors for employees subject to Sections 151 and 151.1 of the Charter. The increases were calculated to cost approximately $5,063,265, including retirement costs. The recommendations proposed salary increases of 3.25% across the board for all classes excepting gardening and street cleaning classes.

On February 23, 1971, after review of the data referred to the Commission by the Legislative and Personnel Committee, an additional $12,544 was recommended by the Civil Service Commission.

On March 8, 1971, the Legislative and Personnel Committee submitted salary recommendations to the full board which resulted in an overall increase of 4% for all employees affected, amounting to $6,265,639. On March 15, 1971, the Board of Supervisors adopted the Salary Standardization Ordinance reflecting the Committee's recommendations.

As a result of surveys in local private employment and other public jurisdictions throughout the State, and as a result of surveys made for positions in the craft classes, police and fire personnel and municipal railway operators, the following increases were granted, effective July 1, 1971. However, salary payments for the police and fire personnel and municipal railway operators were suspended pending clarification by the courts in interpreting the provisions of Executive Order 11615:

Charter Section Group	Total No. Classes	Total No. Positions	Classes Increased	Positions Increased	Estimated Increased Cost Plus Retirement
Sec. 151.151.1 Adm.,Clerical, Professional, etc.	1345	15,276	1345	15,276	$ 6,265,639
Sec. 151.3 Crafts	86	1,686	73	1,311	1,846,662
Sec. 151.3.1 Municipal Railway	3	1,791	3	1,791	2,184,340
Sec. 35.5.1 and Sec. 36.2 Police and Fire	38	3,676	38	3,676	8,184,158
Totals	1472	22,429	1459	22,054	$18,480,799

The over-all salary standardization procedures for fiscal year 1971-72 resulted in an increase of approximately 6.2% exclusive of fringe benefits.

III. RECRUITMENT AND EXAMINATIONS DIVISION

Programs Administered:

The Recruitment and Examination Division is responsible for the recruitment, selection and placement of personnel for the 22,000 permanent employments in some 1400 job classifications in the city and county service, and for a varying number of temporary employments in these classifications.

During fiscal year 1969-70, 24,692 regular civil service applications were received, 16,628 applicants were scheduled for examination, and 3,617 eligibles were placed on 305 eligible lists. 4,128 interviews were held for limited tenure examination applicants, not including recertifications, and some 4,915 limited tenure certifications were made.

In addition to the lists of eligibles adopted during the fiscal year, 231 examinations were in various stages of processing.

Examination priorities:

Priorities in regular recruitment have been given to staffing positions which concern the health and safety of the public and to positions affecting the fiscal integrity of the city and county government. Special priority has been given to the development of examination programs which will bring additional members of the various minority communities throughout the city into city and county employment.

During the fiscal year many hard-to-fill job categories were either closed for examination or testing was reduced because eligible lists have filled departmental needs. This is partly because of heavy concentration in these specific areas and partly because of current economic trends. For example, 11 Policeman and 10 Police Cadet examinations during the fiscal year produced 193 Police eligibles and 27 Cadet eligibles. The Police Department has been brought up to full strength, and will be maintained at full strength for the forseeable future. Other critical classes that have been long-term recruitment problems but for which we now have sufficient eligibles include the Junior Engineer Classes, Bus Drivers, Clerk Typists, Clerk Stenographers (permanent positions), Porters, Social Workers and Tellers.

Examinations conducted during the fiscal year which were of special interest in the city service include Chief and Assistant Chief of Investments, Account Clerk series, Storekeeper-Purchaser series, Personal Property Auditor-Real Property Appraiser series, Draftsman series, Dairy-Food-Sanitation Inspector series, and the Street Cleaner-Laborer Registration.

Limited Tenure Program:

Direct placement through limited tenure appointment has continued to be a major factor in the recruitment of individuals from minority groups into the employment market. As with the last fiscal year, many of the limited tenure employees were able to use their work experience to qualify for regular examination.

Social Services Program:

In response to a mandate from the State and Federal Governments that non-status appointments in the Department of Social Services be limited to six month's duration, the Civil Service Commission received a grant of some $41,000 for the administration of examinations in this field. This is the first such grant to be awarded, and reflects funding from sources which will not affect the ad valorem tax rate. A $2,500 grant was also received for specific examinations at Hassler Hospital.

Research and preparation-legal requirements:

During the fiscal year, the U.S. Supreme Court in the Griggs vs. Duke Power Co. Case ruled that under the civil rights law as it applies to private industry qualifications for employment must be valid and must not discriminate against groups protected by the Civil Rights Act. Additionally, now before the Congress is a bill which would bring government entities within the provisions of Title VII of the Civil Rights Act, especially Title 29, Chapter XIV, Part 1607. This Act has governed private employers since 1964, but has exempted government jurisdictions.

Should this legislation be approved, the Civil Service Commission will probably be faced with the necessity of implementing changes in our operations, which would entail requirement for additional funds and other resources. Attendance by staff members at several conferences devoted to these problems indicates that no one in civil service jurisdictions can as yet predict the effects of the legislation or the steps necessary to comply.

OBJECTIVES OF RECRUITMENT AND EXAMINATION DIVISION FOR 1971-72:

In mid-fiscal year 1970-71 it became apparent that many of the continuous examinations for critical entrance employments could be closed or suspended. The change in emphasis led to a concentration on overdue promotional and one-position-class examinations, and to a reduction in the number of applicants scheduled for examination during the year. The 231 examinations in various stages of processing at the close of the fiscal year represent many areas which have been neglected because of the lack of funds and staff to process any but the more critical examinations.

IV. IN-SERVICE ACTIVITIES TRAINING PROGRAM.

The In-Service Activities staff assisted the various departments in providing the following training programs during fiscal year 1970-71:

Programmer (Cobol)
Advanced Ornamental Horticulture
Custodial Training
Accounting Training
High School Diploma

An appropriation of $4,000 was available for training reimbursement courses under the Employees Training Reimbursement Program in previous fiscal years. However, the Civil Service Commission's request for funds for the current fiscal year to continue this program was not approved.

The Management Committee completed the first phase of its activities by presenting to the Board of Supervisors on July 1, 1971 a Proposed Ordinance Pertaining to Employer-Employee Relations in the City and County of San Francisco.

The proposed ordinance resulted from meeting and conferring sessions held throughout 1969-70 with representatives of employee associations, affiliated unions, independent unions, employee groups and individual employees.

Public hearings on the proposed ordinance will be scheduled by the Legislative and Personnel Committee of the Board of Supervisors prior to final Board of Supervisors action during 1971-72.

V. NEW CAREERS PROGRAM AND YOUTH TRAINING PROGRAM

NEW CAREERS:

The New Careers Program sponsored by the Civil Service Commission was completed on June 30, 1971. Of the original 98 enrollees who started the program, 63 completed two years of on-the-job training and also completed two years of college academic work. These 63 are currently regular Civil Service employees in budgeted positions working in the following departments:

Department of Public Health	32
Department of Social Services	8
Board of Education	16
Public Library	7

These New Careerists who successfully completed the program have sufficient on-the-job training and education to function effectively as Teacher Assistants in the Unified School System; as Library Technicians in the Public Library, as Social Service Technicians in the Department of Social Services and Community Health Workers in the Health Department. In each case, they are performing meaningful work in the community that was not being offered before because our professionals are overburdened with other duties.

The major goal of this program was to help the unemployed and underemployed, 22 years of age or older, to help themselves through education and training work to "take the load off the professional." The Federal Government funded 90% of the cost of the project the first year and 50% of the second year. The City and County of San Francisco contributed 10% of the cost for the first year in "in-kind" services, contributed 50% of the cost of salaries only for the second year, and beginning the third year all qualified New Careerists are employed as regular full-time Civil Service employees. We consider the program as worthwhile in that New Careerists are providing improved and new services to clients, as well as providing meaningful work and an improved economic status to the participants.

YOUTH TRAINING PROGRAM

During the year, the Civil Service Commission contracted with the Concentrated Employment Program of the Economic Opportunity Council (funded by the Department of Labor) for the administration of a Youth Training program. Enrollees in this program are trained under the contract for target positions and received vocational and academic training to meet the entrance requirements necessary to qualify for existing Civil Service positions or positions in private industry. This program is designed to train the unemployed and under-employed for remunerative positions which will enable them to become self-supporting.

During the year, the following number of enrollees were trained in their respective areas:

	Enrollees Entered Program
Municipal Railway Transportation Assistants	40
Draftsman Trainee	3
EDP Trainee	4
Laboratory Trainee	2
Fire Safety Technician	23

The Draftsman Trainee, EDP Trainee and Laboratory Trainee programs have been completed and 6 of the 9 enrollees in these programs are currently City employees. The Transportation Assistant Program and Fire Safety Technician Program will be completed by December 1, 1971.

The Fire Safety Technician program is a unique one and was initiated with the cooperation of the Concentrated Employment Program, the Fire Department and the Firemens Union. Its main purpose was to assist the Fire Department in recruiting and training members of the minority communities to help them help themselves in meeting the standards required of men in the uniformed force of our Fire Department.

The Civil Service Commission is currently developing programs in Clerical, Junior Water Treatment Plant Operator and Juvenile Court Counselor Trainee areas, which will provide 21 additional training slots for the disadvantaged.

VI. STATISTICAL SUMMARY OF ACTIVITIES

Comparison of expenditures for all appropriations with original budget appropriations for 1970-71 as reflected by Controller's Appropriation Statement for period ending June 30, 1971:

PERMANENT SALARIES	APPROPRIATIONS	EXPENDITURES
Permanent Salaries	$905,209.00	$838,314.57
Temporary Salaries	90,000.00	76,387.28
Overtime	1,500.00	1,498.94
Fees and Other Compensation	-	-
Contractual Services	33,560.00	31,174.98
Materials & Supplies	14,000.00	11,445.76

STATISTICAL SUMMARY OF ACTIVITIES - Continued

PERMANENT SALARIES	APPROPRIATIONS	EXPENDITURES
Equipment	7,175.00	$ 6,214.35
Fixed Charges	602.00	591.50
Salary Survey	17,951.00	16,413.46
Fireman & Policeman Examinations	18,577.00	18,386.75
Reimbursement of Training Expense	-	-
E.D.P. - Integrated Personnel System	120,522.00 *	120,522.00

* Funds transferred to Controller

Supplemental Appropriation Requests approved and included in above-indicated amounts:

Classification Survey	$ 8,111.00
Fireman & Policeman Examinations	8,577.00
Salary Survey	3,951.00
Temporary Salaries	40,000.00

VII. PRIMARY ACCOMPLISHMENTS

The final draft of the Employer-Employee Relations Ordinance to conform to the Meyers-Milias-Brown Act has been presented to the Board of Supervisors and will be scheduled for a committee hearing soon.

SALARY STANDARDIZATION SURVEY

The completion of the survey of uniformed positions in the Police Department that will be filled by civilian personnel.

MAJOR PROBLEMS

Implementation of the Meyers-Milias-Brown Act for collective negotiation.

Maintenance and updating of a city-wide classification plan caused by the yearly increase in number of classifications.

350 to 400 examination backlog.

SOLUTIONS TO PROBLEMS

City-wide classification maintenance program can be solved by personnel increases of approximately 50% in technical staff.

Examination backlog can be reduced by additional staffing and by amendment to the Charter eliminating employees' protest periods which consume between 15 and 20% of professional staff time handling protests and appeal matters.

VIII. SUMMARY

In the Annual Report for fiscal year 1968-69, the following summary statement was made:

"The ever increasing volume of work and demand for services has developed a backlog in all sections of the Commission that now reflects most difficult conditions. Payroll Auditing, Certifications, Recruitment and Examinations, Management and Employee Services, all are unable to properly function under the stress of insufficient personnel to meet current work loads and critical backlogs have developed.

The serious understaffing of this office was indicated in our annual budget request in pointing out that in the City and County of San Francisco one employee in personnel functions services 376 agency employees. This is the largest load imposed by any governmental jurisdiction in California.

This office will continue to concern itself with the problem of implementing staff to levels which will make it possible to adequately perform our proper and required functions."

We wish to emphasize that the situation this year has in no way been lessened, but the problems and the consequent need for resources to meet the problems are ever increasing and becoming more aggravated.

Very truly yours,

CIVIL SERVICE COMMISSION

Harry Albert

Harry Albert
Acting General Manager, Personnel

SAN FRANCISCO CIVIL SERVICE COMMISSION

ANNUAL REPORT

1972

ANNUAL REPORT - 1972

CIVIL SERVICE COMMISSION

CITY AND COUNTY OF SAN FRANCISCO

Mr. William Jack Chow, President

Mr. Robert J. Costello, Vice President

Mr. Joseph C. Tarantino, Commissioner

Bernard Orsi, General Manager, Personnel

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2) Health Service System increased benefits.

3) Retirement increased benefits.

I. DEFINITION OF CIVIL SERVICE COMMISSION RESPONSIBILITIES.

A. CHARTER SECTIONS 8.310 AND 3.661.

The Civil Service Commission by Charter is the employment and personnel department of the City and County and determines appointments on the basis of merit and fitness, as shown by appropriate tests. The Civil Service Commission classifies and reclassifies all places of employment in the departments which are not specifically exempted by Charter in accordance with duties and responsibilities of the employment and the training and experience required.

B. OUR RESPONSIBILITIES STEMMING FROM CHARTER.

Derived from the charter provisions is the concept that the Civil Service Commission is a service department. The staff operations and activities are now carried out under the designation of Personnel Department to distinguish this work from the Civil Service Commission itself, whose role is that of a policy making and review board. Our major responsibility is to render service to the departments and to employees. In rendering such service, the Personnel Department continually provides new programs and procedures to meet the dynamic changes in society, the community and federal and state legislation.

II. AVAILABLE RESOURCES FOR FULFILLING RESPONSIBILITIES.

A. BUDGET.

The budget allowance for the Personnel Department for the current fiscal year is as follows:

a. Permanent salaries.....	$ 928,123
b. Temporary salaries.....	90,128
c. Contractual services.....	43,640
d. Police and Fire Examination Fund.....	15,750
e. Salary survey.....	15,750
f. Actuarial Evaluation.....	8,000
g. Overtime.....	1,800
h. Equipment, material supplies and facilities.....	17,053

A review of the available information on staffing for nine other public jurisdictions in California shows that the San Francisco Personnel Department has the lowest number of staff engaged in personnel functions in relation to the total number of employees.

Current ratio for San Francisco	1:343
Los Angeles County.....	1:166
None of the other jurisdictions had more than.....	1:237

A maximum effort is being made within the budget limitations, with available staff including temporary employees. Numerous innovating programs have been put into operation. These programs are described later in this report.

The department is most desirous of clearing up problem areas, so that programs can be serviced on a current basis with consequent benefits accruing to the various departments in effectiveness and in the employee morale. With additional staff, these many areas could be effectively serviced. For example, the examination backlog on which a massive effort is currently being made, could be cleared up.

As regards the professional staff, previously it was separated into two classification series, one for Recruitment and Examinations and one for Classification and Pay. There were six classifications in each area.

A review of the situation indicated that a number of changes had occurred in major areas of public personnel administration in recent years. Innovative and spe cialized employment programs have been developed and implemented in such fields as Public Health, New Careers, Youth Training, Disadvantaged Hiring, Model Cities, Electronic Data Processing, Social Services and City Planning.

The Commission therefore has taken action consolidating the two areas of emphasis, reducing the twelve classifications to six. The current classifications thus feature the generalist concept. Professional personnel will perform in all areas of personnel administration. Flexibility of assignment will allow maximum utilization of staff, with more effective service to the city departments, to the employees and to the public.

III. MAJOR PROGRAMS TO SERVICE DEPARTMENTS AND EMPLOYEES.

A. AFFIRMATIVE ACTION POLICY.

The Civil Service Task Force on minority employment is composed of members of the Human Rights Commission staff, the Civil Service Commission staff, employee representatives, and members of various minority communities. Following notification that the United States Department of Health, Education and Welfare would require an affirmative action program for health and welfare agencies by July 1972, the Task Force developed proposals and held meetings directed to this purpose. It was decided that the policy statement would be made applicable to all employments, not just those mandated by HEW.

Following several hearings, the Task Force submitted its proposal to the Human Rights Commission and to the Civil Service Commission for approval. The policy statement thus approved became applicable shortly after the close of the fiscal year.

The Civil Service Commission in adopting this policy statement noted that it is merely formalization of long standing policy. It has been our goal for many years to achieve equal opportunity for all groups of the citizenry in employment. That this long term policy has been successful is demonstrated by the one percent per year increase in minority employees since the first racial and ethnic survey was made in 1964.

B. SALARIES.

1) Police and Fire

The Civil Service Commission staff conducts a survey of all California cities with a population of 100,000 or more, covering the rates of compensation paid Policemen and Firemen employed by these cities. This survey is reported to the Civil Service Commission who then certify rates to the Board of Supervisors in February. The staff also includes in its report any additional rates of pay paid to members of the Police Department assigned to two-wheel motorcycle traffic duty in the respective Police Department of all cities in the survey.

This procedure is repeated in August and the Board of Supervisors thereupon set the rate of compensation paid Policemen and Firemen in regular service in the cities included in the certified report of the Civil Service Commission.

For the year 1972-73, the Civil Service Commission included in its survey nineteen (19) California cities which met the Charter requirement of 100,000 population.

2) Municipal Railway Carmen

The Civil Service Commission staff conducts a survey of street railway and bus systems in the United States operating primarily within the municipalities having a population of not less than 500,000, and each such system normally employing not less than 400 platform employees or coach or bus operators. The Commission then certifies to the Board of Supervisors the average of the two highest wage schedules in effect on July 1 for comparable platform employees in the systems certified in the report. The Board of Supervisors thereupon fixes a wage schedule which shall not be in excess of the average of the two highest wage schedules so certified by the Civil Service Commission.

For the year 1972-73, the survey certified by the Civil Service Commission showed that the Massachusetts Bay Transportation Authority and the Chicago Transit Authority paid the highest rates for platform personnel as of July 1, and the average of the two was $5.32 per hour. The Transport Workers' Union, Local 250A, has taken exception to the validity of the survey and has filed a complaint in the Superior Court of the State of California. This suit is still under litigation but a decision is expected soon.

3) Crafts

The wages of craft employees engaged in the City and County service are established by the rates of pay under collective bargaining agreements in private industry and such rate is generally prevailing and paid in San Francisco.

The Civil Service Commission on or prior to April 1 of each year certifies to the Board of Supervisors rates of pay generally prevailing for crafts

in city employment. The Board of Supervisors by Ordinance adopts these rates to be paid effective July 1 following.

The Civil Service Commission on or before the second Monday of July reviews all craft rates and reports to the Board of Supervisors any modifications. The Board of Supervisors by Ordinances later than July 25 revises all craft rates and such amendments are retroactive to July 1 for payment.

C. BENCH MARK.

During the 1972-73 salary standardization committee hearings the Legislative and Personnel Committee of the Board of Supervisors submitted two reports - the majority report and the minority report - to the full board. In both reports, dated March 6, 1972, the members agreed that the Civil Service Commission should implement a bench mark type approach to salary standardization for the fiscal year 1973-74. The Civil Service Commission staff started in late March of this year to lay the groundwork for the implementation of a bench mark type system for the coming year.

Initially, the staff had discussions with various public jurisdictions on the bench mark procedure. We learned that all major public jurisdictions use the bench mark system with slight variations to adjust to their own individual problem areas. In each case, we found that the bench mark system worked well, and the various jurisdictions had no complaints with the system as such. With this background, the staff proceeded to take active steps in the development of the system.

Our first step was to list all classifications whose salaries are established under Sections 8.400 and 8.401 of the Charter. We then grouped into "families", those occupations which are similar in nature or had some other characteristic which indicated that these classes were "related". From each of these groups, one classification was selected as the bench mark class. The criterion used was the case of comparing this bench mark classification with similar classifications in other agencies. An example of an occupational grouping would be Professional Engineers, with Junior Civil Engineer as the bench mark classification.

With this type of preliminary breakdown, the staff developed a large chart, for reference purposes, showing each classification by occupational grouping and by salary level for an overall view of the salary structure of classifications whose rates of pay are established by Sections 8.400 and 8.401 of the Charter. After some adjustments a Work Book was printed. Each page of this Work Book shows these groupings with the proposed bench mark class clearly marked. These pages graphically demonstrate the salary relationship of the classes which are in the same occupational groupings.

Class specifications for these selected bench mark classes were sent to the personnel offices of the eight county governments for comparison with their current job specifications. A response has been received from each jurisdiction, and our classification staff is currently studying the comparisons received to insure correct allocations. Personal visits have already been made by the staff to the East Bay jurisdictions involved. On July 3, 1972, a letter together with a copy of the Work Book, invited appointing officers to participate in a meeting with the

General Manager, Personnel to discuss the bench mark concept and its implementation. All participants were invited to submit their views in writing on any changes: 1) in the bench mark classification if they felt that a better classification was available; 2) in moving a classification from one family group to another, and 3) in the salary relationships of classes within any group.

Responses were received and analyzed by the staff resulting in some changes being made in the bench mark classification and family relationships. The revised Work Books are in the process of being distributed. Not all requests for changes were fully evaluated initially. Some requests require more detailed study before any decision can be made. Any request for a change in salary relationships was filed for consideration at a later date when normal salary recommendations are to be made.

Appointing officers will be given an additional opportunity to study relationships and submit further comments. Meetings have been scheduled for discussions with employee group representatives in order that we can develop a system which will be mutually acceptable.

Should the Board of Supervisors direct the Civil Service Commission to conduct a survey of prevailing rates of pay, the staff will be ready to perform this function and report its findings.

D. CLASSIFICATION.

Position classification is the basic management took in personnel administration. It is the process of, first, identifying jobs and ascertaining the nature of their duties, responsibilities and resultant qualification requirements and, second, grouping these jobs into "classes" on the basis of their similarity in these respects. Class specifications are then written to define the boundaries and basic characteristics of each class. This process makes it possible to provide like treatment to similar positions in recruitment, examination, pay, training and other aspects of personnel administration.

The Classification Plan is a reflection of the organization and, as such, it changes with changes in the City and County service. During the last year, this office was involved in the following major classification studies.

At regular meetings during fiscal year 1971-72, the Civil Service Commission resolved requests for reallocation of positions resulting from the General Classification Survey. As of July 1, 1972 there remained in the former classification plan 46 classes which included 186 employees. The former classifications are being eliminated by the Civil Service Commission as such positions are vacated.

In addition, the Commission acted upon classification matters which have been brought to its attention since the adoption of the General Classification Survey. During the fiscal year numerous positions were reclassified. Also many new positions approved by supplemental appropriations were classified.

The following major classification activities were undertaken by the Classification Section:

1) A classification study of all Civil Service classes was conducted with the intention of consolidating specialized classes where feasible. To date a total of 61 separate classifications were consolidated into 25 classes, a net reduction of 36 classes.

2) During the past fiscal year, the staff continued its survey of all engineering and drafting positions throughout the City and County service. New class specifications have been developed for the drafting series including a retitling to Engineering Assistant and Engineering Associate. The new titles and revised specifications more accurately reflect the duties and responsibilities of these positions.

3) The staff classified 47 new positions for the Model Cities Program, Citizens' Participation Component. These positions provide staff services for the Bayview-Hunters Point Model Cities Program.

4) The staff classified 6 new positions to staff the Mayor's Manpower Planning and Research Unit. Staffing of this unit had been handled under personal services contracts. This action brought the positions into the regular Civil Service system.

5) The Civil Service staff surveyed the Food and Environmental Health Inspection series in the Department of Public Works. This action resulted in several new classes titled Environmental Health Inspectors. These changes were made to give San Francisco classes in the field of environmental health similar designations to that used in other jurisdictions throughout the State.

6) The Civil Service staff surveyed various classes in the personnel series. Several classes in the examination and the classification divisions were consolidated. This allowed for greater flexibility in assigning staff in the Personnel Department.

In summary, during the fiscal year the Management and Employee Services Division reviewed the duties of positions and recommended classification actions as follows:

New positions classified in 1971-72 Budget.....	146
Salary Ordinance Amendments submitted.....	56
New classes established.....	39
Class specifications amended.....	32
Classes consolidated.....	61

III. ACCELERATION OF EXAMINATION PROGRAM.

E. The following memorandum prepared by John J. Walsh, Division Manager, Personnel, outlines a major change in our appointment procedure.

"SUBJECT: Status of Examination Program As It Affects Limited Tenure Appointments.

The following summary of examination activities reflects the decrease in limited tenure appointments for City and County classifications:

I

PROHIBITION OF NEW LIMITED TENURE APPOINTMENTS
IN SELECTIVE CLASSIFICATIONS EFFECTIVE AUGUST 22, 1972

Commencing August 22, 1972, limited tenure appointments for 49 classifications are no longer authorized. Current and future appointments to these classifications will be made through the Immediate (daily) Testing Program of the Recruitment and Examination Division of the Personnel Department. A series of examinations has been inaugurated since August 22, 1972, for these 49 classifications which will result in a series of eligible lists so that City and County departments may obtain the services of appointees from regularly established eligible lists.

In December 1971, 1,150 limited tenure employees in both permanent and temporary positions were employed in these 49 classifications. The majority of eligible lists for the Immediate Testing Program will be published in October of 1972. Subsequently, weekly or bi-weekly lists will continue to be published for those classifications where the needs of the service demand a continuance of the daily program.

II

REVISION OF CIVIL SERVICE COMMISSION RULES AS
IT AFFECTS THE EXAMINATION PROGRAM

A. The Civil Service Commission rule change which has had the greatest impact on the examination program and allowed the implementation of the Immediate (daily) Testing Program concerned the elimination of key protests on examinations which have been designated as Immediate Testing classifications. In the absence of such protest periods, eligible lists are published without any undue delay and appointments can be made from the eligible lists.

Another policy decision by the Civil Service Commission which affects and reduces the number of limited tenure employees and more importantly allows employees in 'dead end' classifications to participate in the examination process has also been implemented. In prior years, promotive examinations would designate specific next lower rank classifications and only permanent employees in those classes could compete in the particular examination. This process generally generated protests from employees in other City classifications who wished to participate in the promotive examination.

B. Of the 158 promotive examinations announced during this current calendar year, approximately 22 per cent allowed permanent City employees who are not in specific next lower ranks, but who are otherwise qualified to participate in these examinations. This policy, which broadens the scope of promotive participation, also has the effect of:

1) Reducing the numbers of protests for promotive participation.
2) Results in the establishment of eligible lists at an earlier date.
3) Results in the appointment of eligibles from those lists to replace limited tenure employees with regular Civil Service eligibles (in some cases, limited tenure employees replace themselves from the lists).

III

REVISION OF EXAMINATION FORMAT

All examinations related to the Immediate (daily) Testing Program have been reviewed and geared to totally relevant job or job aptitude content. Generally, it was an elimination of excessive questions which were also related to job content but which were basically testing for the same job skills. The reduction in the number of questions in specific examinations has also reduced the number of protests resulting in the establishment of eligible lists at an earlier date.

The Recruitment and Examination division of the Personnel Department has also made a positive recruitment effort to obtain a broad spectrum of community representatives on its Oral Qualifications Appraisal Interview boards. This has proved beneficial in allaying the fears and reducing the protests from minority examination participants.

IV

STATISTICAL SUMMARY OF ELIGIBLE LISTS AS IT AFFECTS CURRENT AND FUTURE LIMITED TENURE APPOINTMENTS

The end product of all Examination Division activities is eligible lists. The following is a six-month summary of the number of eligibles now appearing on regular Civil Service eligible lists established during 1972 as compared to the same six-month period in 1971:

	1971	1972
January	185	665
February	182	345
March	444	640
April	315	83
May	213	295
June	144	475
Totals	1483	2513

In large measure, the increase in eligibles can be attributed to the updating and modernization of the Civil Service Commission Rules and the revision and updating of the examination techniques used during 1972. Also the elimination of outdated minimum requirements for entrance examination participants has contributed to a larger number of participants in our program than we have had in previous years. All of these factors are related to the increase in productivity in terms of number of qualified eligibles on Civil Service lists.

V

SUMMARY

The Civil Service Commission has accomplished these gains without any increase in staff and actually a reduction in temporary salaries; however, the maintenance of this examination program is in severe jeopardy. Not only were temporary salaries cut back but, because of the EEA freeze, the Examination Division has lost 7 personnel which have been working with the examination program since January of this year. The permanent and temporary staff of the Recruitment and Examination division is to be commended for their efforts under these budgetary restrictions. The absence of replacement personnel will not only jeopardize the regular Civil Service examination program but also will interfere with the Immediate (daily) Testing Program.

The examination program has also been assisted by the 'good faith' meet and confer sessions with employee representatives, departmental representatives and community representatives which are held prior to the initiation of most examination announcements. These sessions usually result in the allowance of long-time limited tenure employees' participation in the examination. They also assist us in eliminating protests to the terms of the examination announcements prior to their publication. This eliminates again formal protest hearings by the Civil Service Commission with resultant delays in the publication of eligible lists.

Attached is a summary of the Recruitment and Examination Division activities through August 31, 1972, in addition to the number of permanent and temporary certifications made from regular Civil Service eligible lists for the same period."

RECRUITMENT AND EXAMINATION DIVISION

EXAMINATION PROGRAM SUMMARY

THROUGH AUGUST 31, 1972

	Total	Promotive	Entrance
Examination announcements published in August	83	16(h)	67(i)
" " " " July	23	14(f)	9(g)
" " " " June	50(e)	39(e)	11
" " " " May	34(d)	14	20
" " " " April	35(c)	17	18
" " " " March	30(a)	16	14
" " " " February	28	17	111
" " " " January	28	25	3
TOTALS.....	311	158	153

Number of vacancies in classes represented:

	Total	Permanent Vacancies	Temporary Vacancies
By August announcements	68	22	46
" July "	37	25	12
" June "	134	100	34
" May "	184	64	120
" April "	76	49	27
" March "	180	99	81
" February "	256	86	170
" January "	128	83	45
TOTALS.....	1,063	528	535

	Total	No. of Elig.	Prom Lists	Entr. Lists
Eligible lists posted in August	24	431	5	19
" " " " July	21	543	2	19
" " " " June	22	475	9	13
" " " " May	24	295	9	15
" " " " April	12	83	-	12
" " " " March	27	640(b)	12	15
" " " " February	44	345	29	15
" " " " January	36	665	18	18
TOTALS.....	210	3477	84	126

Number of vacancies in classes for which lists have been posted:

Total Vacancies	Permanent Vacancies	Temporary Vacancies
1,487	786	701

a) Includes two re-issues: B160 and B152
b) Total does not include 61 unranked eligibility on d/f lists
c) Includes re-issues: 8238, 1314, 1336 and 9391

d) Includes re-issues: 3632A, 7316, 8318, 8322, 8323, 8324, 8340, 8401, 8316, 8320, 8321
e) Includes re-issues: 2905, 2907 and 17 classes 9100 Transportation Series.
f) Includes re-issues: 7300 Series - 5 announcements; 7120
g) Includes re-issues: 7300 Series - 6 announcements; 8238 and 8260
h) Includes re-issues: 1600 Series - 4 announcements and 2924
i) Includes 56 examination announcements - immediate testing

APPOINTMENTS

AS OF

AUGUST 31, 1972

1972	No. of Permanent	No. of Temporary	Mo. Total
January	195	97	292
February	229	117	346
March	334	59	393
April	174	32	206
May	137	120	257
June	229	110	339
July	82	224	306
August	113	289	402
TOTALS....	1,493	1,048	2,541

1) AUTOMATIC PASSING SCORE.

A major change in setting passing marks on examinations was introduced via change in the Rules. The prior Rule was inflexible and did not permit recognition of special circumstances pertaining to specific examinations. After considerable study by the Rules Committee, the Rule in its present form was drafted. The new procedure serves to protect candidates taking examinations by assuring them eligibility if they achieve an adequate score.

2) MINIMUM QUALIFICATIONS CHANGE.

The minimum qualifications for promotional examinations have been subjected to intense study to ascertain that they achieve their intended purpose. In many cases it has been possible to allow all employees who meet certain experience qualifications to take promotional examinations without regard to classification. Under

the former procedure many employees were barred from certain promotional fields because of restrictive next lower rank requirements and were locked into "dead end" classifications.

3) TESTING REVISION.

Detailed study of the written test procedure has permitted the division to shorten tests while maintaining quality. This has the effect of shortening the test development time and of allowing candidates to concentrate more fully on the test at hand. Long tests tend to penalize candidates by requiring too long a period of concentration.

The results of the Griggs vs. Duke Power Company Supreme Court decision are now being felt in the testing area. That decision together with other more recent decisions mandate that all phases of the examination process be relevant and job-related. In addition, Congress in March 1972 enacted legislation bringing governmental jurisdictions under Title VII of the Civil Rights Act. Thus by law we must continue to provide relevant and job-related testing procedures in all areas.

The staff of the division has been making every effort to meet these new legal requirements, although the principles involved have been in operation in our testing for many years. Basically, staff must insure that job analyses are up-to-date and that tests are job-related and do not reject a disproportionate number of minority applicants. To date, testing has been within this framework with few exceptions. The only significant exception has been the H2 Fireman examination, which was ruled invalid in Federal Court. A new examination is now being prepared which will meet legal requirements.

4) CONTINUOUS TESTING.

The continuous testing program was expanded during this fiscal year. More examinations were opened on a daily basis to permit speedy hiring from Civil Service lists and consequent reduction of limited tenure hiring. Initially, 49 classifications, effective August 22, 1972, were allocated to this new program. By the close of the fiscal year, a program to expand continuous testing into immediate testing was initiated to be effected in the new fiscal year.

5) IMMEDIATE TESTING PROGRAM.

On August 22, 1972 the Immediate Testing Program was inaugurated by the Civil Service Commission under the direction of Donald J. Pistolesi, Principal Personnel Analyst. On that date 55 announcements for examinations in various classifications were issued. A series of examinations for these classifications was planned in order that City and County departments could obtain the services of regular permanent probationary appointees and temporary appointees from the resultant eligible lists. For these classifications under the Immediate Testing Program no new limited tenure appointments will be authorized.

If a department has a vacancy in a classification under the Immediate Testing Program, a person who has successfully completed the examination would be sent as a provisional employee until the eligible list is posted and the person replaces himself when possible.

The examination announcements that were issued August 22, 1972 provided that the recipt of applications could be closed or suspended when a sufficient number of applications had been received. This allows for the economy of testing whereby you can test a sufficient number of applicants in proportion to the vacancies rather than testing large numbers of applicants for a limited number of jobs.

These same examination announcements provided that qualified applicants would report in person with their applications which would be evaluated and scheduled immediately for written tests on Tuesdays, Wednesdays and Thursdays. After a person had takem the examination his examination papers were scored while he was still in the testing room. He would be told immediately whether he had passed or failed and be able to verify his score. Weekly eligible lists would then be posted.

The immediate testing and scoring was made possible only because of the adoption of the New Civil Service Commission Rules effective July 1, 1972. These new Rules provided that inspection privileges would not apply to examinations which have been declared by the Commission as continuous. After the adoption of the rating key and validation of the test, the key answers should not be subject to inspection and appeal procedures. The procedures of inspections and appeals have been a monumental impediment to the speed establishment of eligible lists based on relative excellence. Further, these new issued Rules established that the passing mark on a continuous examination would be 70% thereby facilitating the immediate scoring of examinations and prompt results to the applicant.

Another help to the Immediate Testing Program in the revised Civil Service Commission Rules was the new procedure of amending examination announcements in regard to the clerical errors, misprints and incorrect wording. Rather than going through the lengthy procedure of reissuing an examination announcement and reopening for filing of an application, notice would simply be posted on the Bulletin Board of the Commission.

The Immediate Testing Program has also made use of shorter more job related written examinations which will hopefully pick the applicants who will be successful on the job and eliminate those who cannot perform the job adequately. In addition, the oral qualifications appraisal boards consisting of multiple members has been replaced by a single person in many cases. This results in the speedier processing of examinations without sacrificing quality interviewing.

When these examination announcements were written, much thought went into the revising of qualifications with an emphasis toward realistic minimum requirements. It was found that in many cases a written examination was not needed for classes requiring state licensing. An applicant's qualifications could be judged and rated better by a review and evaluation of the relevancy and recency of their experience and training.

During the first four days of the Immediate Testing Program, approximately three to four thousand individuals appeared at the offices of Civil Service. It is too early to project the results of this massive testing program but it is expected that we will soon be able to supply departments the services of regular permanent and temporary appointees from the eligible list.

It is expected that additional classifications will be added to the Immediate Testing Program prior to December as the needs of the service warrant.

PROHIBITION OF NEW LIMITED TENURE APPOINTMENTS IN SELECTIVE CLASSIFICATIONS EFFECTIVE AUGUST 22, 1972 (IMMEDIATE TESTING PROGRAM)

Commencing August 22, 1972 limited tenure appointments in the following classifications will not be authorized. Appointments to these classifications will be made through the IMMEDIATE TESTING PROGRAM of the Recruitment and Examination Division of the Personnel Department. A series of examinations will be inaugurated August 22, 1972 for these classifications resulting in a series of eligible lists so that City and County departments may obtain the services of regular permanent probationary appointees. It is also anticipated that eligibles will be available for temporary appointments from the resultant eligible lists.

This correspondence serves as advance notice prior to the implementation of the IMMEDIATE TESTING PROGRAM in order that limited tenure employees now serving in these classes throughout City and County departments are advised of the opportunity to be scheduled for an examination at the earliest possible time. Employees under limited tenure or non-civil service appointment who fail to participate or are unsuccessful test participants are subject to immediate replacement by successful candidates.

Appointing officers, personnel officers and employee representatives should give this notice the widest possible publicity in order to insure that all concerned employees are informed of the IMMEDIATE TESTING PROGRAM.

Limited Tenure Appointments Will Not Be Authorized For These Classifications After August 21, 1972.

1402 Junior Clerk
1404 Clerk
1422 Junior Clerk Typist
1424 Clerk Typist
1426 Senior Clerk Typist
1430 Transcriber Typist
1440 Medical Transcriber Typist
1442 Junior Clerk Stenographer
1444 Clerk Stenographer
1446 Senior Clerk Stenographer
1458 Legal Stenographer
1464 Medical Clerk Stenographer
1626 Junior Account Clerk
1630 Account Clerk
1804 Statistician
1914 Film Serviceman
2202 Dental Aide
2204 Dental Hygienist
2232 Senior Physical Specialist
2233 Supervisor Physician Specialist
2312 Licensed Vocational Nurse
2320 Registered Nurse
2340 Operating Room Nurse
2402 Laboratory Helper
2420 Histology Technician
2424 X-Ray Aide
2426 X-Ray Technician
2430 Medical Examinations Assistant
2450 Pharmacist
2462 Microbiologist
2556 Physical Therapist
2574 Clinical Psychologist
2602 Kitchen Helper
2614 School Lunchroom Helper (Female)
2616 School Lunchroom Helper (Male)
2624 Dietitian
2630 School Lunchroom Cook
2632 School Lunchroom Cook-Elementary

2634 Cook Manager, Secondary School
2650 Cooks Assistant
2654 Cook
2672 Children Center Asst. Housemother
2674 Children Center Housemother
2750 Laundry Utility Worker
2830 Public Health Nurse
3616 Library Technical Assistant
5277 Planner I
8234 Fire Alarm Dispatcher
9102 Transit Car Cleaner

Additional classifications will be added to the IMMEDIATE TESTING PROGRAM. Appointing Officers will be notified prior to December 1, 1972 regarding the additional classifications.

CLASSES FOR WHICH LIMITED TENURE AUTHORIZATION APPOINTMENTS WILL NO LONGER BE GRANTED (183 CLASSES).

In addition to those classifications subject to the IMMEDIATE TESTING PROGRAM, new limited tenure appointments will not be authorized for the following classes:

1232 Personnel Examiner
1240 Assistant Personnel Analyst
1252 Personnel Analyst
1254 Senior Personnel Analyst
1270 Departmental Personnel Officer
1272 Senior Departmental Officer
1410 Chief Clerk
1428 Ward Clerk
1450 Principal Clerk Stenographer
1452 Stenographic Secretary
1466 Meter Reader
1632 Senior Account Clerk
1634 Principal Account Clerk
1824 Principal Administrative Analyst
1825 Management Analyst
1840 Junior Management Assistant
1842 Management Assistant
1844 Senior Management Assistant
1922 Senior Inventory Clerk
1924 Material and Supplies Supervisor
1926 Senior Materials and Supplies Supervisor
1936 Senior Storekeeper
2130 Emergency Hospital Service Asst. Supt.
2342 Head Nurse Surgery
2344 Chief of Surgery Nurses
2429 Supervisor X-Ray Technician II
2431 Chief X-Ray Technician
2432 Electrocardiograph Technician
2434 Sr. Electrocardiograph Tech.
2436 Electroencephalograph Tech.
2542 Speech Therapist
2548 Occupational Therapist
2636 School Lunchroom Supervisor
2637 Food Service Asst. Superv.
2704 School Custodian (Female)
2714 Janitor
2736 Porter (Male)
2736 Porter (Female)
2738 Porter Sub-Foreman
2740 Porter Foreman
2888 Program Chief, Mental Health Services
2903 Eligibility Worker
2903 Eligibility Worker (Spanish)
2903 Eligibility Worker (Chinese)
2910 Social Worker
2930 Psychiatric Social Worker
2944 Child Welfare Supervisor
2951 Community Services Coordinator
2960 Rehabilitation Center Work Supervisor
2962 Rehabilitation Center Asst. Manager
2969 Asst. Director Social Service Program

2970 Director, Administrative Service Dept. of Social Services
2971 Director, Social Service Program
2984 Employment Representative, Human Rights Commission
2994 Homemaker, Child Care
2994 Homemaker, Care of Aged
3232 Assistant Harbormaster
3285 Junior Museum Director
3288 Recreation Area Supervisor
3342 Zoologist
3402 Farmer
3548 Curator of Natural Science
3550 Museum Exhibition Designer
3598 School Aide III
4142 Senior Right of Way Agent
4224 Principal Personal Property Auditor
4225 Asst. Chief Personal Property Auditor
4242 Sr. Inheritance Tax Examiner
4244 Principal Inheritance Tax Examiner
4256 Real Estate Analyst
4268 Asst. Chief Real Property Appraiser
4269 Chief Real Property Appraiser
4332 Asst. Chief of Investments
4334 Investigator, Tax Collector
4346 Delinquent Revenue Asst. Suprv.
4348 Delinquent Revenue Supervisor
4376 Assistant Tax Collector
4380 Cashier, Treasurer
4382 Senior Cashier, Treasurer
5112 Asst. Director of Plan Implementation
5134 Sewage Treatment Plants Gen. Supt.
5138 Hetch Hetchy Project, Sup. of Oper.
5140 Hetch Hetchy Project, Asst. Gen. Manager
5163 Water Dept. Asst. Gen. Manager, A.D.
5164 Water Dept. Asst. Gen. Manager & Asst. Chief Engineer
5183 Asst. Building Inspection Supt.
5184 Building Inspe ction Supt.
5204 Assistant Civil Engineer
5206 Associate Civil Engineer
5208 Civil Engineer
5210 Sr. Civil Engineer (DW)
5210 Sr. Civil Engineer (PUC)
5210 Sr. Civil Engineer (Port)
5216 Chief Surveyor
5236 Asst. Electrical Engineer
5238 Assoc. Electrical Engineer
5242 Sr. Electrical Engineer (PW)
5242 Sr. Electrical Engineer (PUC)
5242 Sr. Electrical Engineer (Port)
5252 Asst. Mechanical Engineer
5254 Assoc. Mechanical Engineer
5256 Mechanical Engineer
5258 Sr. Mech. Engineer (PW)
5258 Sr. Mech. Engineer (PUC)
5258 Sr. Mech. Engineer (Port)
5282 Planner IV Com. Plan
5292 Planner II Zoning
5297 City Planner V
5302 Traffic Survey Technician
5304 Material Testing Aide
5305 Material Testing Technician
5350 Jr. Electrical Draftsman
5360 Jr. Civil Draftsman
5364 Sr. Civil Draftsman
6112 Dairy and Milk Inspector
6114 Chief Dairy and Milk Inspector
6122 Sr. Food & Environmental Health Inspector
6124 Prin. Food & Environmental Health Inspector
6126 Chief Bureau of Sanitation & Housing Inspector
6242 Plumbing Inspector
6244 Chief Plumbing Inspector
6248 Electrical Inspector
6250 Chief Electrical Inspector
6331 Building Inspector
7152 Transit Equip, Supt.
7202 Asst. Supt. Struct. Maint.
7209 School Heating & Ventilating Supervisor
7214 Elect. Transit Equip. Superv.
7215 General Laborer Foreman
7216 Elect. Transit Shop Foreman
7226 Carpenter Foreman
7236 Locksmith Foreman
7238 Electrical Foreman
7238 Electrical Foreman (Port)
7241 School Equip. Warehouse
7245 School Equip. Warehouse Foreman
7246 Sewer Repair Gen. Foreman
7247 Sheet Metal Worker General Foreman
7249 Automotive Mechanic Foreman
7254 Automotive Machinist Foreman
7255 Power House Elect. Foreman
7270 Watershed Keeper Superv.
7272 Carpenter General Foreman

7273 Communications Lineman General Foreman
7280 Sewer Repair Asst. Supt.
7282 Street Repair General Foreman
7283 Track and Maint. Supt., M.R. (PUC)
7284 Utility General Foreman
7315 Automotive Machinist Sub-Foreman
7317 Sr. District Water Serviceman
7318 Elect. Maint. Technician
7323 Fire Department Water System
7330 Sr. General Utility Mechanic
7335 Sr. Stationary Engineer
7337 Truck Driver, Light
7344 Carpenter
7345 Electrician
7348 Steamfitter
7363 Powerhouse Electrician
7376 Sheet Metal Worker
7380 Elect. Transit Mech. Sub-Foreman
7381 Automotive Mechanic
7382 Automotive Mech. Sub-Foreman
7388 Utility Plumber
7389 Metalsmith
7395 Ornamental Iron Worker
7410 Automotive Serviceman
7464 Voting Machine Serviceman
7514 General Laborer
7530 Street Cleaner
8136 Sr. Confidential Crime Reporter
8206 Institution Security Captain
8226 Museum Guard
8228 Sr. Museum Guard
8230 Chief Museum Guard
8236 Chief Fire Alarm Dispatcher
8310 Sheriff's Lieutenant
8312 Sheriff's Captain
8314 Chief Deputy

Generally, limited tenure authorizations/appointments will not be immediately affected in the following circumstances.

1) Entrance classification requiring "as-needed" services.
2) Limited tenure appointments effective prior to August 22, 1972.
3) Such other entrance classifications as circumstances warrant.
4) Promotive classifications.

F. EMPLOYMENT OPPORTUNITY AND CAREER DEVELOPMENT SECTION.

This section was created to help applicants who wish employment in the City service and to help employees who wish to upgrade their skills for advancement. Counselors are available to discuss with individuals current employment opportunities and to discuss with employees the various training programs available. This section services employees in problems of leaves of absences, transfers, and salaries.

Two employees from the Examining Division with experience in counseling were assigned to this section. They are assisted on a part-time basis by two employees from our Payroll Division. Additional employments will be required to assure that this section will be able to meet the demand for these services.

G. IN-SERVICE TRAINING.

The Civil Service Commission has established a major new training program for City employees with instruction given by San Francisco City College. This program was created at no additional cost to the City. Additionally, the following five training programs were again offered:

Programmer
Advanced Ornamental Horticulture
Custodial Training
Accounting Training
High School Diploma

One training program that has proved highly successful in previous years was not funded in the current budget or in several previous budgets. This is the Employee Training Reimbursement Program required to be carried out under a $5,000 appropriation. The program allows permanent employees to attend a regular college or university of their choice in order to upgrade their skills. Careful monitoring procedures have been established by the Civil Service Commission to insure that each course taken is of actual value to the employee in the performance of his or her work. We urge that this program be restored.

NEW CITY COLLEGE TRAINING PROGRAM.

It was realized that little or no training programs were being offered to employees locked in "dead end" positions with little or no opportunity for advancement. For this reason, staff headed by Mr. Thomas Poulas, Senior Personnel Analyst, met with members of the San Francisco Community College District in an attempt to establish a training program, the purpose of which was to make available to all permanent employees, at no cost, various programs whereby such employees could upgrade their job skills to qualify for higher level positions. After three successful meetings, a tentative list of courses was distributed to permanent employees asking them to indicate what courses interested them. The responses to the inquiry numbered 1,254 which resulted in establishing the following training programs for permanent employees:

Accounting
Fingerprint Classifying
Ornamental Horticulture
Typing
Stenography
Legal and Medical Stenography

In addition, many employees indicated an interest in enrolling in courses in supervision which would be beneficial for performing supervisorial duties in their current positions. To meet this request, the following courses were offered:

Introduction to Supervision
Human Relations and Supervision

Permanent employees who successfully complete the required courses of the training program will qualify for placement on the appropriate eligible list without further examination. This training program will provide eligibles in various classifications for appointment to vacancies and provides motivated employees an opportunity to move upward.

To date 512 permanent employees are enrolled in the various training programs. We hope to expand this innovative program with additional courses as well as exploring participation by San Francisco State University.

H. PERSONNEL COUNCIL.

A Personnel Council was established in January of this year. Membership on the Council was extended to P ersonnel Officers in all City departments. Monte R. Mansir, a Principal Personnel Analyst on the Commission staff serves as Chairman, with meetings held every two weeks. The Personnel Council has two general purposes: 1) To serve as a discussion forum for consideration of possible changes in Civil Service policies, rules on procedures, and 2) to receive suggestions and constructive criticisms from department representatives in order that Civil Service can provide better services to management and employees.

Comments from Departmental Personnel Officers indicate that the Council serves a much needed quasi-official function of exploring problems with an emphasis on mutual satisfactory solutions. Guest speakers have made presentations and responded to questions in such areas as:

Emergency Employment Act	- Mr. Robert Won, Mayor's Coordinator
Meyer-Milias-Brown Act	- Mr. Thomas Miller, Executive Assistant to the Chief Administrative Officer
Collective Bargaining For Public Employees	- Mr. Richard Liebes, Research Director, Services Employees Union
Examinatio-Immediate Testing	- Mr. John Walsh, Division Director, Personnel
Hearing Officer	- Mr. James Wurm, Assistant General Manager, Personnel
Bench Mark Salary Project	- Mr. Mori Noguchi, Principal Personnel Analyst
Civil Service Medical Examinations	- Dr. Reuben Zumwalt
Arrest Policy	- Mr. John deSoto, Assistant Division Manager, Personnel
Mayor's Request For Staffing Data	- Ms. JoAnne Auerbach, Mayor's Office
Limited Tenure Procedure Changes	- Mr. Donald Pistolesi, Principal Personnel Analyst
Employment Service Center	- Mr. Geoffrey Rothman - Ms. Silvie Jacobson Civil Service Staff

Additionally, three important committees were appointed by the Council Chairman and are now actively functioning:

1) Grievance Procedure Revision - Mr. Charles Gross, Chairman
2) Longevity Pay, Merit Increases and Employee Evaluation - Mr. John Beckham, Chairman
3) Retraining and Rehabilitation of Disabled Employees - Mrs. Thelda Poteer, Chairwoman

It is anticipated that the Personnel Council will serve an expanded role in the future with emphasis on using the expertise of council members in the various areas of personnel management.

I. FIELD RECRUITMENT.

A special recruitment team has recently been assigned by the General Manager, Personnel to conduct active field recruitment. Selected for this assignment are Thomas Poulas and Monte Mansir. Emphasis will be to determine those classifications where the needs of the service are not being fully met by regular recruitment procedures. A plan of action will soon be developed and implemented, utilizing departmental staff and resources, colleges and universities, libraries, employment centers and specialized technical and professional associations.

J. CHARTER, ADMINISTRATIVE CODE AND CIVIL SERVICE COMMISSION RULE AMENDMENTS TO FACILITATE MODERN PERSONNEL OPERATIONS.

The Charter is the basic law with regard to the Civil Service System in the City and County of San Francisco. The Civil Service provisions of the Charter are found in Sections 8.200 through 8.406. In addition to the Charter, the Administrative Code governs such personnel functions as military leave, vacation and sick leave.

From the basic charter language, the Civil Service Commission adopts rules or procedures and from time to time approves amendments to these rules.

Following a two-year study by a committee which had broad representation from management, the Personnel Department staff and employee organizations, the Civil Service Commission adopted a revised set of rules effective July 1, 1972. The format of the new Rules is easier to understand than the former rules. Some of the Rules have changed significantly. The Relinquishment Rule has been deleted and the Resignation Rule has been strengthened to provide a method by which an employee may return after leaving his position.

K. EMPLOYEE HANDBOOK.

Previously, employees did not have available any manual informing them of pertinent information relating to their employment. For this reason, an Employee Handbook was designed which outlines employee benefits, employee responsibilities and information on examinations, promotions, classification and training. The handbook is being printed to be distributed to new employees upon appointment to positions in the service.

L. EMPLOYMENT PROGRAMS FOR THE DISADVANTAGED.

1) Emergency Employment Act

The Civil Service Commission began employing eligible persons under the Emergency Employment Act grant beginning in August of 1971. Currently, there are 1,014 City employees funded under the Emergency Employment Act.

The Civil Service Commission has taken several steps to assist Emergency Employment Act participants in gaining valuable work experience and permanent employment.

One of the first steps taken by the Commission was to separate EEA funded positions from regular temporary Civil Service jobs. This means that persons on Civil Service eligible placement lists may not displace EEA workers whose names are not on, or not as high on the list.

Additionally, in some cases, experience gained in EEA and other temporary City jobs can be considered acceptable for some City positions which usually require more than that amount of experience.

In order to expedite the permanent placement of current limited tenure employees and EEA participants, Civil Service has initiated a new system of examinations for many classes called "immediate testing". Under this system, an applicant can apply for and, if qualified, take an examination for the position on the same day to be placed on an eligible list for permanet employment.

Some EEA participants were hired for positions requiring work experience that they did not have. The inyention is to provide them with the experience necessary to qualify for the examination.

Civil Service is continuing its effort to eliminate artificial barriers in the placement process, so that EEA participants and all City residents may have a more equitable opportunity for City employment.

2) Youth Training Program

The Youth Training Program of the Civil Service Commission functions to train disadvantaged persons to qualify for City jobs. Since July 1971, one hundred twenty-five eligible poverty program enrollees have been trained for such positions as Firemen and Conductor-Motormen. In addition, sixty-three enrollees are being trained for such jobs as Clerk Typist, Stationary Engineer and Assistant Counselor.

Plans for the coming year include the training and placement in City jobs of an additional fifty enrollees.

Efforts are also being made to secure funds from the State Personnel Board for training thirty WIN participants under the Welfare Reform Act of 1971 for clerical and technical jobs in the Department of Social Services.

IV. PROBLEMS TO EFFECTIVE PERSONNEL MANAGEMENT.

A. Effects of Increased Litigation.

Considerable staff time and costs are involved in litigation concerning examination matters, rights of employees following separations from the service, and salary standardization Procedures. During the past year approximately $60,000 was involved in litigation with regard to the most recent Firemen's examination involving considerable staff time. The City was also sued by certain employee groups who felt the across the board salary increase violated the salary standardization provisions of the Charter. The petitioners lost and the City and County was sustained. Another important piece of litigation contested the rights of an employee to due process under the Civil Service Rule hearing procedure. This case is still pending in court.

Examples of Litigation Costs:

H2 Fireman special examination costs: (Approximate figures; does not include Federal funds, Fire Department costs in overtime, et.)

1) Task Force	$1,512
2) Court	7,440
3) Regular budget, special funds	4,000
4) Civil Service Meetings	5,000
5) Processing of paper work	7,910
6) Supplies	750
7) Supplemental budget	19,000
8) Needed to complete processing	20,000
Total Direct Cost Paid From Budget	$65,612

B.. PROBLEMS RESULTING FROM BUDGET RESTRICTIONS.

Budget considerations directly affect personnel restrictions and hamper department operations. With greater resources, more service to City departments, employees and the public could be provided. The department has secured space at 450 McAllister Street while vacating the area in Room 160 on the first floor of the City Hall. More facilities are needed for interview rooms in the examination program. We have had to use facilities in other City departments and have received excellent cooperation in that regard.

Lack of replacement in reproduction equipment does not allow for most effective use of the operators time, especially in the accelerated examination program.

Breakdown in tape recorders and lack of sufficient machines have caused difficulties in maintaining our examination interviews on schedule. Machines have had to be borrowed at times. The work efficiency of our reproduction section could be greatly increased and thereby speed up the examination process by the purchase of a "Platemaker". This item was deleted from the budget.

One of the major impediments to staff development is the lack of budget for conferences and seminars on testing. A limited number of staff members were able to attend a minimum number of available conferences only because funds could be found from other sources, such as federal funding.

C. PROTESTS

The Civil Service Commission through Rule revision has been able to speed up the examination process to a considerable extent. However, the Charter limits the authority of the Commission to modernize procedures by mandating certain obsolete procedures. For example, the Commission is unable to contract for standardized testing material because the Charter permits inspection of the written test. Certain other provisions, such as those for Veterans's Preference, are cumbersome to administer and should be streamlined.

The effect of obsolete Charter provisions is to lessen the effectiveness of the staff and the effectiveness of budgeting by requiring costly protest and appeal procedures at almost every step in the examination process.

Although revision of the Rules on July 1, 1972 will go far toward limiting such delays to reasonable periods, legal requirements of the Charter will yet require undue delay. The delay factor is especially serious to the departments of the City and County when it can be shown that the best candidates for employment are those who will not wait around for a lengthy period to achieve a position.

V. NEW EMPHASIS IN COMMUNICATIONS.

Immediately following his appointment in December 1971, Mr. Bernard Orsi, General Manager, Personnel established a series of meetings with all major elements that are concerned with effective personnel management of City and County operations. Each appointing officer was invited to discuss freely the personnel problems and needs of his department. Similarly, representatives of the various union organizations met with the General Manager to offer their point of view. Also at least twice each week regular staff meetings are chaired by the General Manager in which all Civil Service Division Managers, Assistant Division Managers and section heads are present. Both immediate problems and long range goals are the subject of active discussions. The emphasis of these staff meetings is to plan and design the total personnel management activities for which the Civil Service Commission is responsible, in order that anticipated needs of the departments as well as concerns of employees can be served.

An important aspect of Civil Service Commission communication is working closely with the Board of Supervisors, particularly the Legislative and Personnel Committee. In this regard, the committee has been advised by memoranda and in person presentations of the ongoing staff work relative to the bench mark method of presenting salary data. Also in the area of communication, various members of the staff have participated in; 1) professional conferences such as the Public Personnel Association, local, regional and national; 2) special workshops, including one held this year in Asilomar, and 3) visits to other personnel departments in major California cities and counties. Finally, the General Manager, Personnel has addressed various groups of city employees who are enrolled in classroom training programs.

REVISED COMMISSION CALENDAR PROCEDURES.

Regular meetings of the Civil Service Commission are currently held every Monday at 4:00 P.M.

In February 1972 the Commission revised its schedule of meetings to include a special 2:00 P.M., meeting on the first and third Mondays of each month, for the consideration of those separations from city service requiring Commission action. As the need arises, the Commission also considers at these special meetings background investigation appeals and other matters related to examinations in varied security classifications. These are all matters wherein the employee or applicant has the right to request a closed hearing.

The regular meeting convenes at 4:00 P.M., for the consideration of all other regular Commission business.

The Civil Service Commission meeting schedule was revised as a first step toward effecting increased efficiency in the conduct of Commission business. Previously, anyone wishing to exercise his right to requesting a closed hearing was forced to wait indefinitely for his matter to be heard. This resulted in the filing of many grievances by both the employee and/or his representative.

Since the revised schedule has been in effect, the Personnel Department staff has increased the volume of matters calendared. More time is provided between meetings for meaningful communication between staff and the parties concerned. As a result, the Commissioners are provided with the necessary information for the satisfactory resolution of the matters before them.

The second step toward effecting increased efficiency in the conduct of Commission business was formulating the procedures necessary for removing certain routine items from the Civil Service Commission calendar.

A list of recommended items was prepared through the joint efforts of the Commission, the General Manager, Personnel and staff. No item was included that could in any way adversely affect the rights of employees.

These items were reviewed with the Personnel Council to provide the exchange of ideas with departmental representatives. Meetings are still in process with employee organizations to hear their recommendations before implementing this procedural change.

The routine items that are being deleted are essentially personnel transaction requests from appointing officers and employees. Section 4.07 of our Rules already stipulates that formal Commission approval is not required for certain specified matters of this nature.

This modification in the Commission calendar procedures will go into effect in October 1972. We expect this deletion of routine items to result in the more timely calendaring and resolution of essential Commission matters.

VI. GOALS.

In view of all the foregoing, the staff has been studying the Civil Service provisions of the Charter with the purpose of presenting proposed amendments to the Charter; to update these provisions, and to delete language which is obsolete. The staff will also resubmit a proposal to establish a Hearing Officer to hear disciplinary cases in place of the appointing officer. This was prepared for submission in November but was not considered.

The staff will also institute a city-wide classification study to determine that all of the positions allocated to the various classes are correctly classified and that the class specifications are properly descriptive of the positions.

The staff will also submit proposals regarding the Rule of One certification from eligibility lists; the expansion of the Commission to five members and a further revision of the Rules; the amendment of waiver provisions for certification, and a reorganization of the Personnel Department to create additional administrative positions. This reorganization is necessary in order for the staff to absorb the tremendous additional work-load in new positions created and new functions added.

Finally, the staff will make a survey to investigate and report on duplication of various services provided by City departments. The staff will also make an in depth research study with recommendations for a merger of the Health Service System, the Retirement System, and the Civil Service Personnel Department, consolidating all personnel functions into one department to better serve employees.

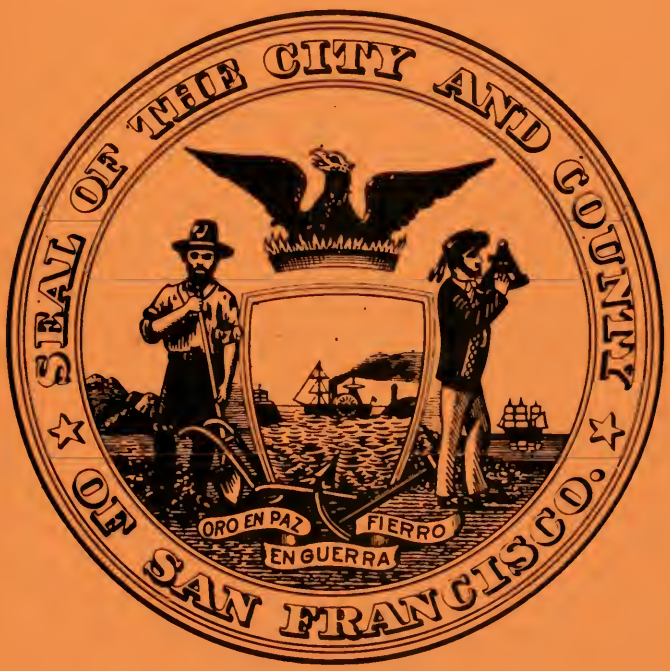
An ever increasing volume of work and demand for services has occurred in all divisions of the Personnel Department. As a result, the staff is unable to properly function under the stress of insufficient personnel. This office will continue to concern itself with implementing staff to levels which will make it possible to adequately perform our proper and required functions.

CIVIL SERVICE COMMISSION

Bernard Orsi

Bernard Orsi
General Manager, Personnel

SAN FRANCISCO CIVIL SERVICE COMMISSION



ANNUAL REPORT

1973

September 24, 1973

The Honorable
Joseph L. Alioto
Mayor of the City and County
of San Francisco
Room 200 - City Hall
San Francisco, California

Dear Mayor Alioto:

We are pleased to submit herewith our Annual Report for the year ending June 30, 1973, outlining the major activities of the Civil Service Commission.

We wish to express our sincere thanks to the members of the Civil Service Commission, the Board of Supervisors and other public officials for their cooperation and assistance in our attempt to modernize Civil Service.

Appreciation is also extended to civic, labor and employee organizations for their interest and support.

Respectfully,

Bernard Orsi

Bernard Orsi
General Manager, Personnel

BO:klc

ANNUAL REPORT - 1973

CIVIL SERVICE COMMISSION

CITY AND COUNTY OF SAN FRANCISCO

The Civil Service Commission by Charter is the employment and personnel department of the City and County that determines appointments on the basis of merit and fitness as shown by appropriate tests. The Commission classifies and reclassifies all places of employment in City departments, including those exempted by Charter. Derived from the Charter provisions is the concept that the Civil Service Commission's major responsibility is rendering service to departments and employees.

The major accomplishments of the Civil Service Personnel Department during the past year included the following:

1) Acceleration of the regular examination program.

2) Implementation of the bench mark salary survey.

3) Implementation of a Career Development Program.

4) Charter review.

5) Implementation of an Immediate Testing Program.

6) Implementation of a job analyses program to meet test compliance requirements.

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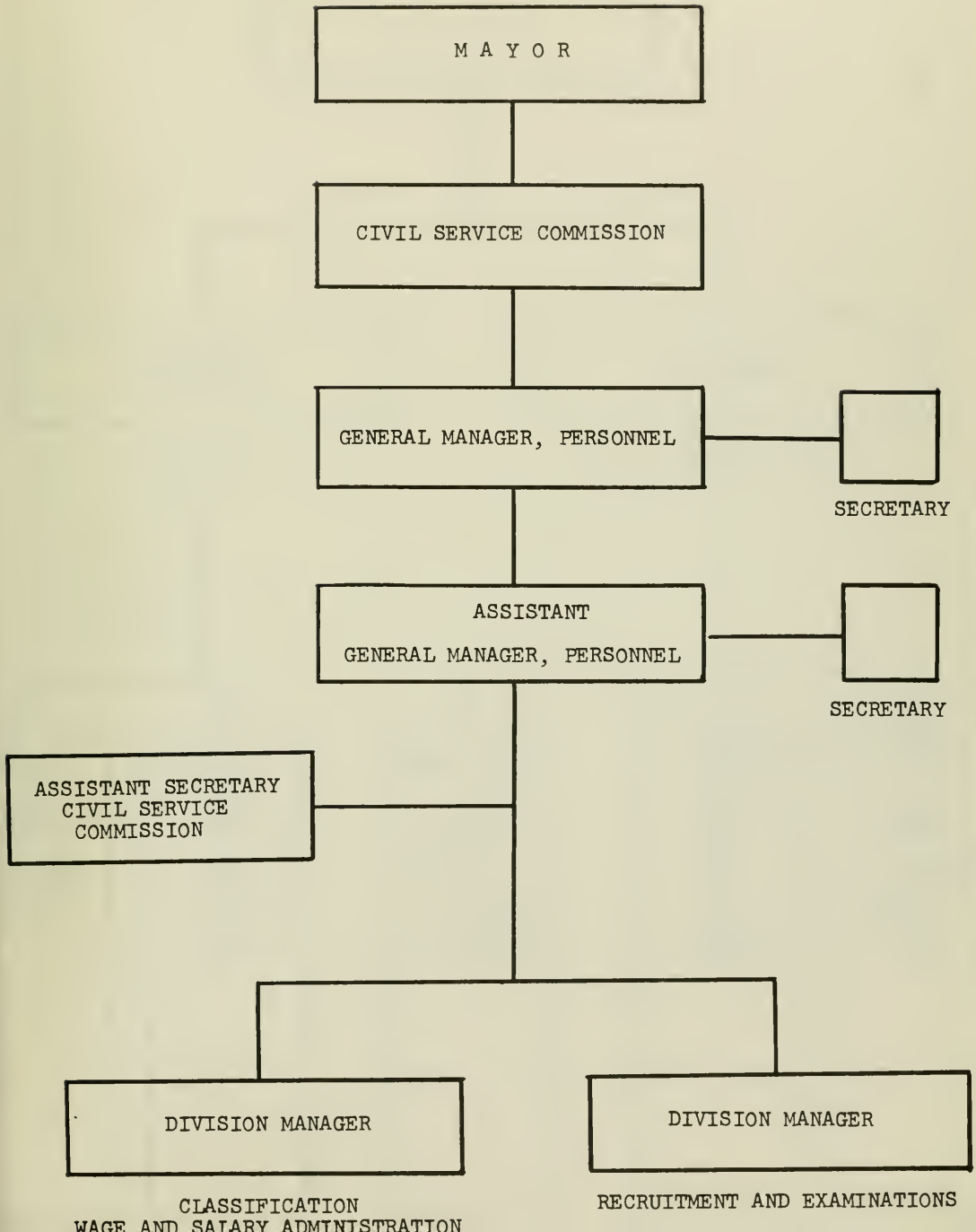
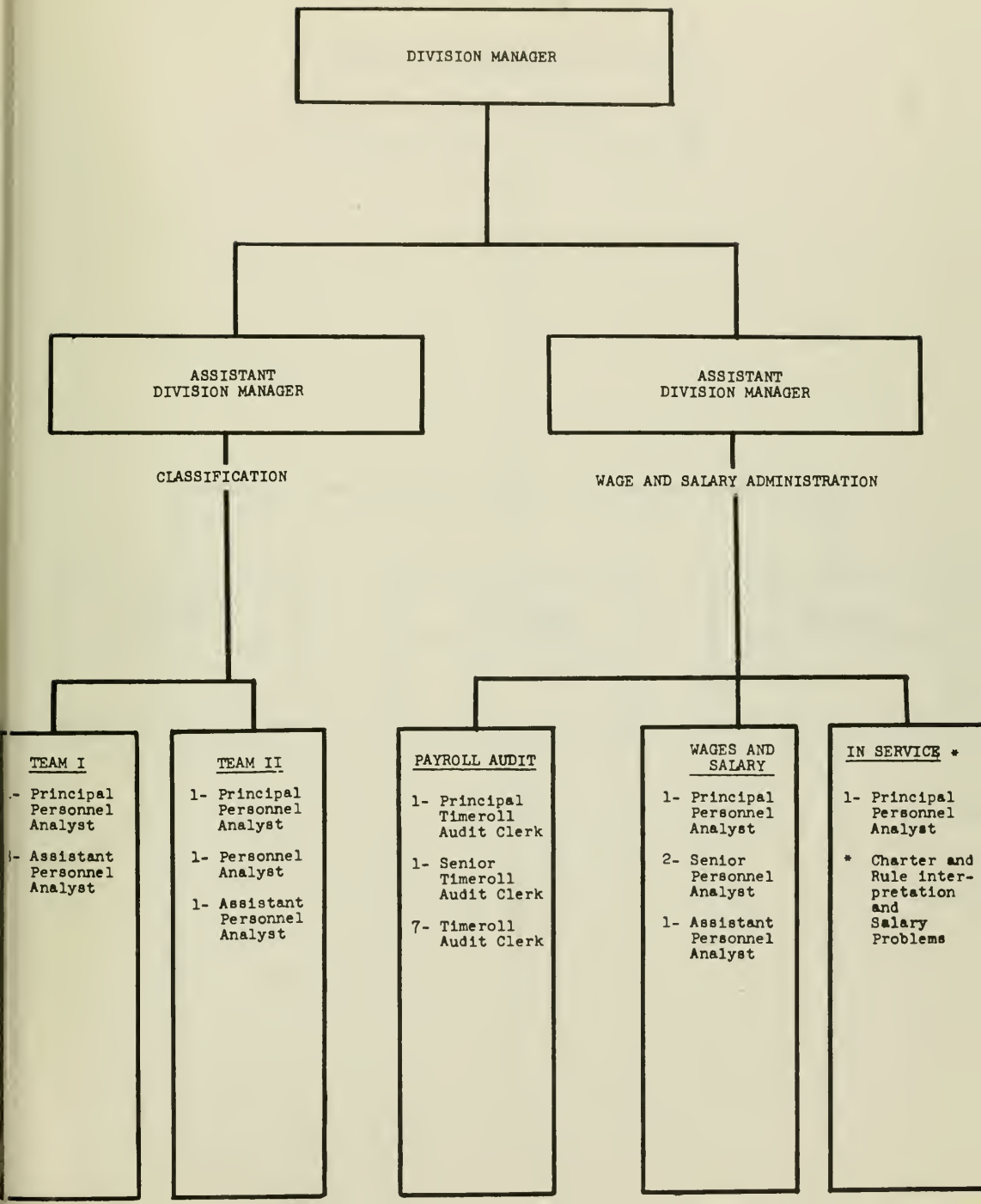
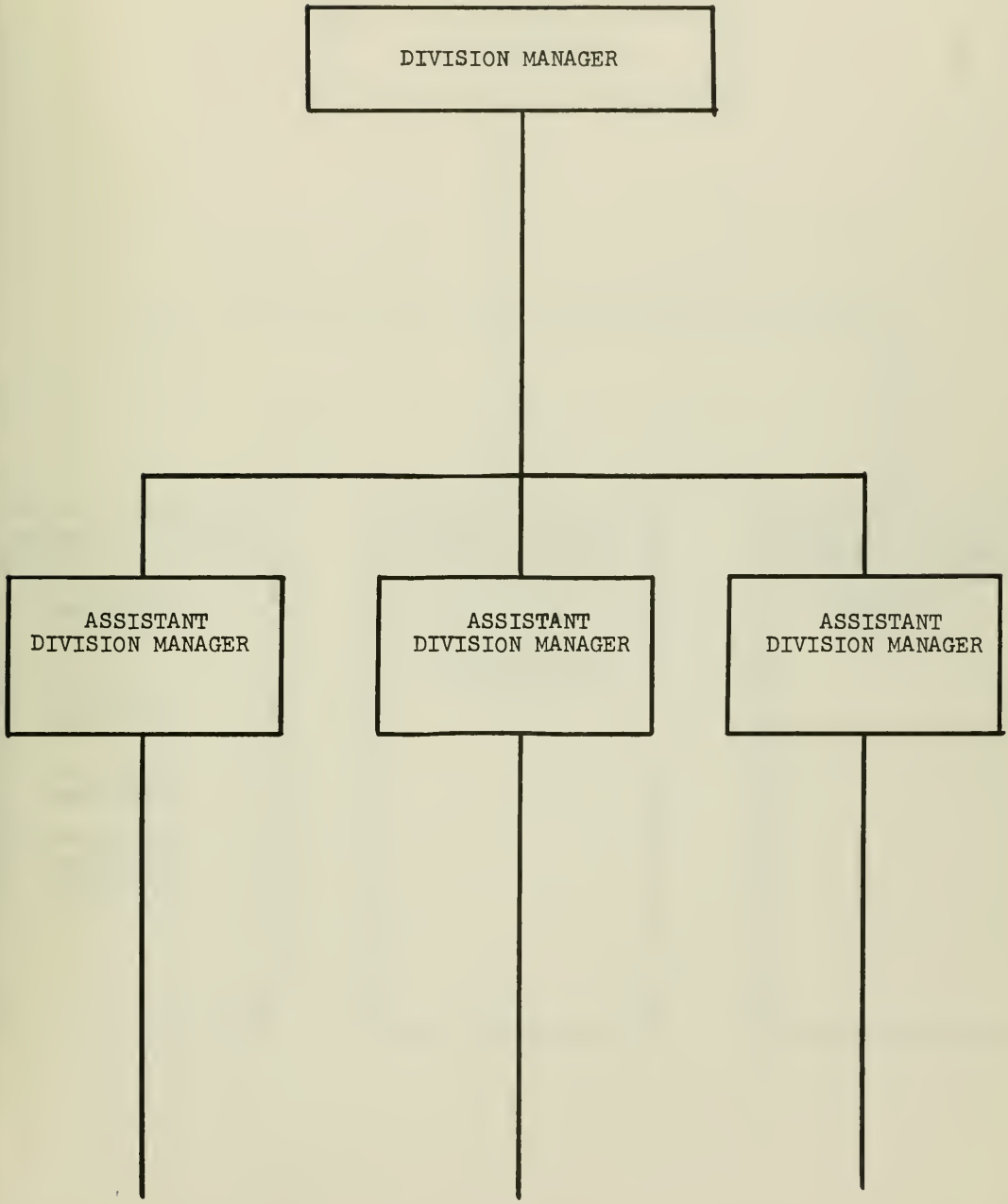
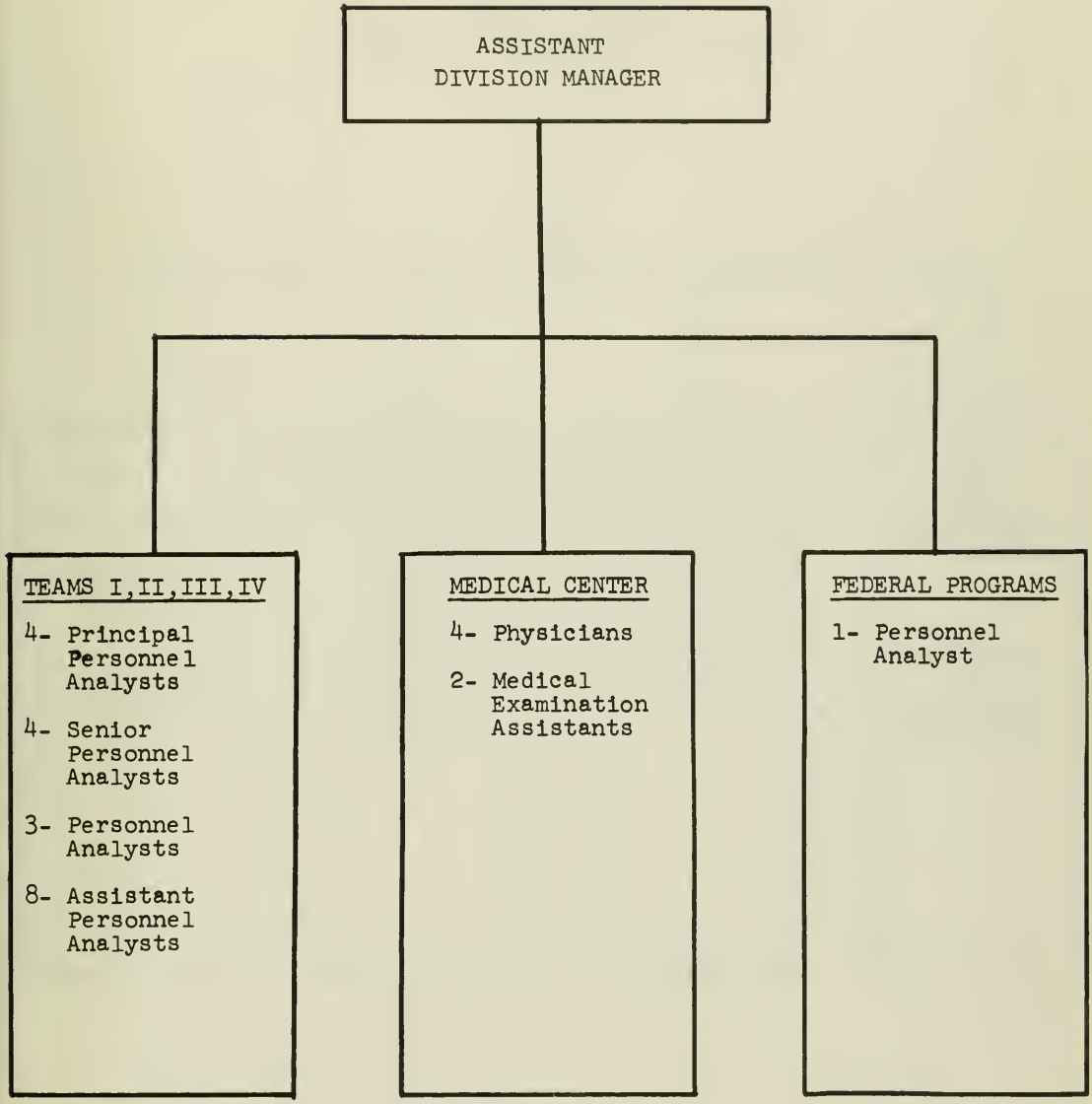


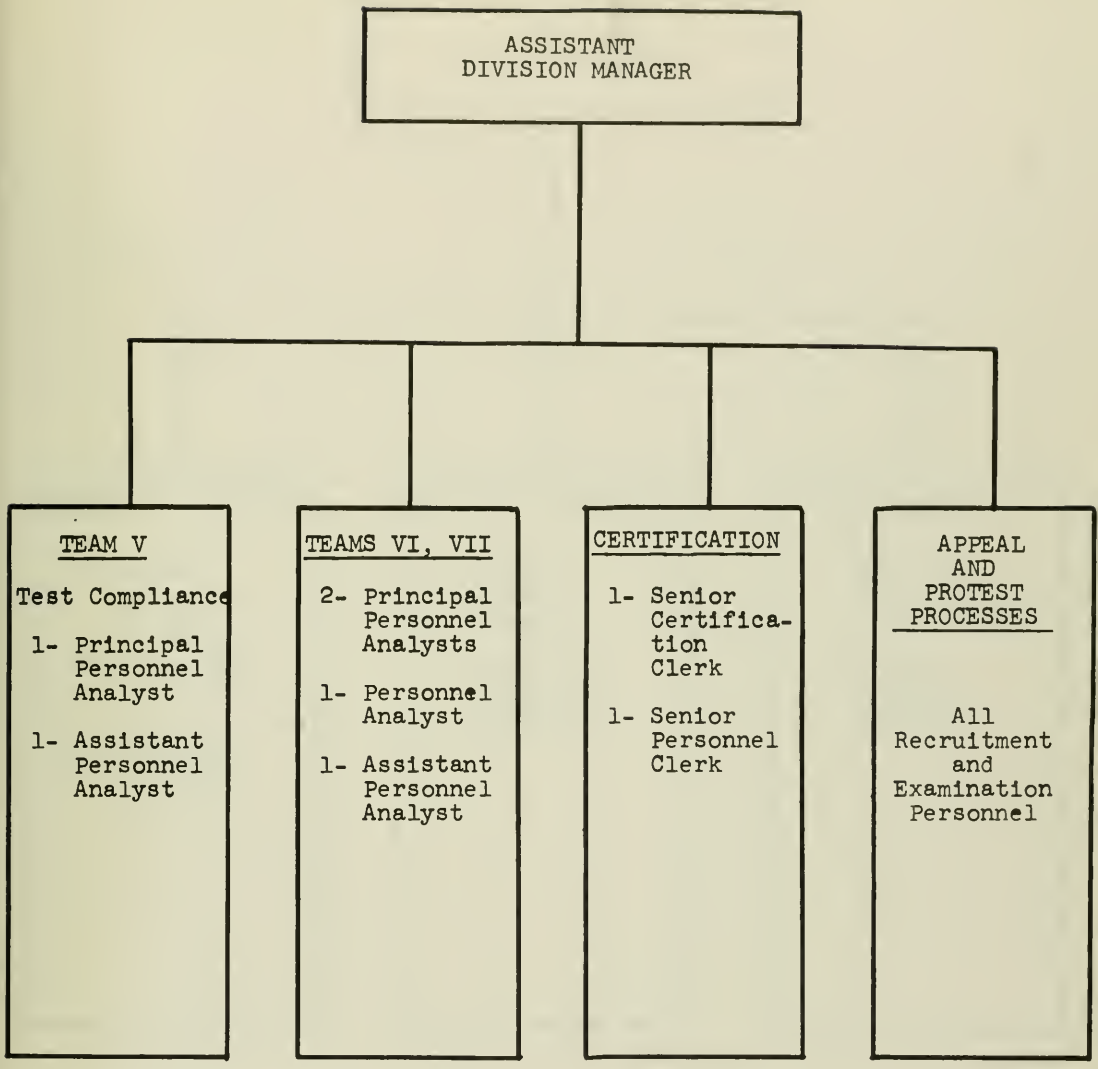
CLASSIFICATION
AND
WAGE AND SALARY ADMINISTRATION

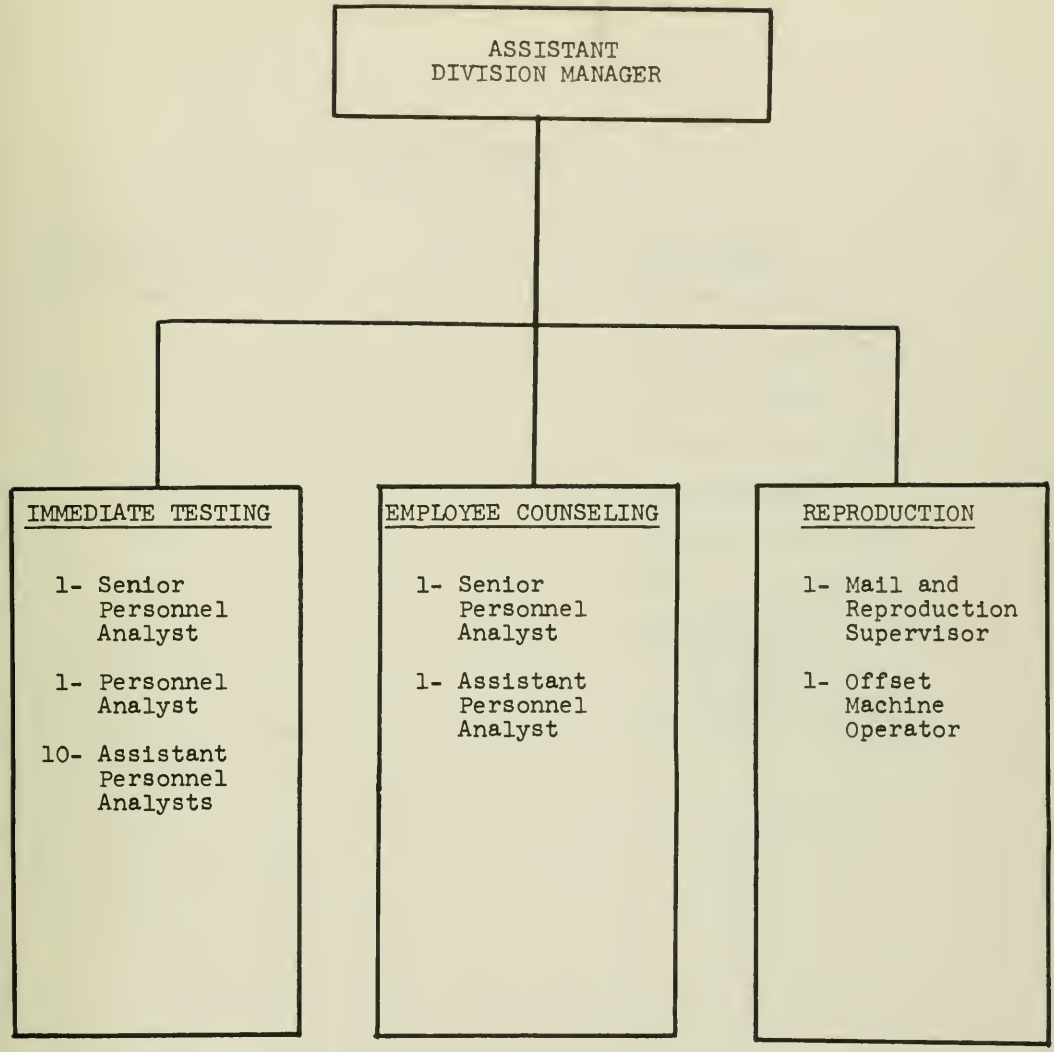


RECRUITMENT AND EXAMINATIONS




ASSISTANT
DIVISION MANAGER
TEAMS I,II,III,IV
4- Principal Personnel Analysts
4- Senior Personnel Analysts
3- Personnel Analysts
8- Assistant Personnel Analysts
MEDICAL CENTER
4- Physicians
2- Medical Examination Assistants
FEDERAL PROGRAMS
1- Personnel Analyst


ASSISTANT
DIVISION MANAGER
TEAM V
Test Compliance
1- Principal Personnel Analyst
1- Assistant Personnel Analyst
TEAMS VI, VII
2- Principal Personnel Analysts
1- Personnel Analyst
1- Assistant Personnel Analyst
CERTIFICATION
1- Senior Certification Clerk
1- Senior Personnel Clerk
APPEAL AND PROTEST PROCESSES
All Recruitment and Examination Personnel


ASSISTANT
DIVISION MANAGER
IMMEDIATE TESTING
1- Senior Personnel Analyst
1- Personnel Analyst
10- Assistant Personnel Analysts
EMPLOYEE COUNSELING
1- Senior Personnel Analyst
1- Assistant Personnel Analyst
REPRODUCTION
1- Mail and Reproduction Supervisor
1- Offset Machine Operator

CLERICAL SUPPORT

NUMBER OF POSITIONS	CLASSIFICATION
4	1202 Personnel Clerk
7	1212 Timeroll Audit Clerk
1	1402 Junior Clerk
1	1422 Junior Clerk Typist
9	1424 Clerk Typist
6	1426 Senior Clerk Typist
3	1444 Clerk Stenographer
4	1446 Senior Clerk Stenographer
1	1706 Telephone Operater

II. SALARY STANDARDIZATION

A. Police and Fire

The Civil Service Commission staff conducts a survey of all California cities with a population of 100,000 or more, covering the rates of compensation paid Policemen and Firemen employed by these cities. This survey is reported to the Civil Service Commission which certifies the rates to the Board of Supervisors in February. The staff also includes in its report any additional rates of pay paid to members of the Police Department assigned to two-wheel motorcycle traffic duty in the respective Police Department of all cities in the survey.

This procedure is repeated in August and the Board of Supervisors thereupon set the rate of compensation paid Policemen and Firemen in regular service in the cities included in the certified report of the Civil Service Commission which resulted in an increase of .73% in pay.

For the year 1972-73, the Civil Service Commission included in its survey nineteen (19) California cities which met the Charter requirement of 100,000 population.

B. Municipal Railway Transit Operators

The Civil Service Commission staff conducts a survey of street railway and bus systems in the United States operating primarily within the municipalities having a population of not less than 500,000, and each such system normally employing not less than 500 platform employees or coach or bus operators. The Commission then certifies to the Board of Supervisors the average of the two highest wage schedules in effect on July 1 for comparable platform employees in the systems certified in the report. The Board of Supervisors thereupon fixes a wage schedule which shall not be in excess of the average of the two highest wage schedules so certified by the Civil Service Commission. The Commission also analyzes and recommends to the Board of Supervisors the working conditions and the amount equivalent to the dollar value of differentials in the benefits in the Retirement System, Health Service System and Vacation allowances.

For the year 1972-73, the survey certified by the Civil Service Commission showed that the Massachusetts Bay Transportation Authority and the Chicago Transit Authority paid the highest rates for platform personnel as of July 1, and the average of the two was $5.32 per hour. This represented a 7.85% increase in the base pay.

C. Crafts

The wages of craft employees working for the City and County service are established by the rates of pay under collective bargaining agreements in private industry and such rate is generally prevailing and paid in San Francisco.

The Civil Service Commission on or prior to April 1 of each year certifies to the Board of Supervisors rates of pay generally prevailing for crafts in City employment. The Board of Supervisors by Ordinance adopts these rates to be paid effective July 1 following.

The Civil Service Commission on or before the second Monday of July reviews all craft rates and reports to the Board of Supervisors any modifications. The Board of Supervisors by Ordinances no later than July 25 revises all craft rates and such amendments are retroactive to July 1 for payment, and in 1972-73 the average increase in this category amounted to 6.85%.

D. Miscellaneous Employees - Bench Mark

The Board of Supervisors in March 1972 directed the Civil Service Commission to implement the bench mark approach to Salary Standardization for fiscal year 1973-74. The Civil Service Commission staff started immediately to develop a bench mark system.

The first step was to list all classifications whose salaries are established under Sections 8.400 and 8.401 of the Charter. We then grouped into "families" those occupations which are similar in nature or had some other characteristic which indicated that these classes were "related". From each of these groups, one classification was selected as the bench mark class. An example of an occupational grouping would be professional engineers, with Junior Civil Engineer as the bench mark classification.

A preliminary salary and wage survey was published delineating family groupings and the proposed bench mark classifications. Class specifications for the bench mark classes were sent to the personnel offices of governmental agencies in the San Francisco metropolitan area, the Los Angeles area, various school districts, the State Personnel Board, the University of California and the United States Government for comparison with their job specifications. Personal visits were then conducted by the staff to the various jurisdictions to study job comparability and to collect salary data. Data from private industry in San Francisco was collected for the Commission by the Bureau of Labor Statistics.

On July 3, 1972, a letter, together with a copy of the revised Salary and Wage Survey was sent to all City departments and the appointing officers were invited to discuss the bench mark concept and its implementation with the General Manager, Personnel from the viewpoint of City management. All interested parties were invited to submit their views in writing on any changes: 1) in the bench mark classification if they felt that a better classification was more suitable; 2) in moving a classification from one family group to another, and 3) in the salary relationships of classes within any group.

The Civil Service Commission personnel staff spent a year preparing for the bench mark survey before final presentation to the Board of Supervisors. Meetings were held with management, employee organizations, and other interested parties. All material that was submitted was evaluated. It was the Commission's hope that the Salary Standardization Ordinance would accomplish two things:

1) Employees currently under data would be brought up to date.

2) Internal relationships which historically have caused production as well as morale problems, would be adjusted.

The salary data and compilation indicated that approximately two thirds of the employees are paid competitively or above prevailing data, and one third are underpaid up to 15%. The staff's recommendation on internal salary adjustments and executive salaries hopefully eradicated 50% of the existing inequities. The staff recognized that the full implementation of the bench mark system would take approximately three years. On January 15, 1973, the staff submitted to the Commission for approval the recommended compensation schedules for miscellaneous employees.

Following Commission approval, the salary recommendations were submitted to the Board of Supervisors on January 31, 1973. The recommendations were as follows:

a) A 7-1/2 % increase for all classes 7-1/2% to 15% underpaid.

b) A 5% increase for all classes 5% to 7.4% underpaid.

c) A 2-1/2% increase for all other classes.

On March 12, 1973, the Board of Supervisors adopted a modified version of the Commission's salary recommendations, approving a 4% raise for all classes which were recommended for a 2-1/2% increase.

In preparing the salary survey for 1974-75, we hope to improve the present bench mark system by carefully reviewing family groupings, internal family relationships, and designated bench mark classes and thus, resolving any inequities still remaining.

III. CLASSIFICATION

At each meeting of the Civil Service Commission, the staff presents reports recommending the classification of new positions and/or the reclassification of existing positions. These reports include an analysis of job factors resulting in the classification recommended, the status rights of employees and eligibles to occupy reclassified positions, and a recommendation for an amendment to the Annual Salary Ordinance reflecting the classification action. During the past year851 positions were included in salary ordinance amendments for submission to the Board of Supervisors.

The following major classification activities were undertaken by the Classification Section:

A. The staff established three new classifications in the Sanitary Engineering field required for the design of sewage treatment processes. This will allow the City to make mandatory improvements in water quality control.

B. The State Legislature passed Senate Bill 325 which made available funds for both capital improvements and operations in the various transit systems in California, including the San Francisco Municipal Railway. The Civil Service staff classified 56 new positions derived from funding from that source in order to provide the necessary staff for the Municipal Railway to effectively improve its operations.

C. The staff classified 19 new positions in the Retirement System. These new positions are designed to provide for an effective organization to deal with the handling of claims resulting from on-the-job injuries incurred by Civil Service employees.

D. The staff classified 9 new positions which were established to staff a new Community Development Section in the Mayor's office. Two of the new positions will be assigned to the Department of City Planning. The new section will coordinate the activities of various City departments and agencies involved with federally assisted community development projects and programs.

E. The staff classified 9 new stenographic positions authorized in the Board of Supervisors to provide specialized secretarial services to the members of the Board. The positions were allocated to a new classification 1443 Stenographic Aide, Board of Supervisors.

F. The staff established a 9-step Health Services Career Ladder offering employees opportunities for advancement within the Community Mental Health Program. Employees can qualify for advancement to the highest level entirely through experience and training gained within the career ladder.

G. The staff surveyed the Food Service Worker Series. As a result of the study several classes were consolidated into two new classes of Food Service Worker and Senior Food Service Worker. Other classes were retitled and some class specifications were amended. These actions established a well-defined career pattern enhancing the promotive opportunities for food service personnel.

H. A major consolidation was accomplished in the Teller-Cashier Series reducing the number of classes from seven to three.

I. The classification staff is currently surveying 800 positions in 69 clerical classes. A report will be prepared soon recommending the consolidation of these 69 classes into approximately 10. Any questions regarding status rights of individual employees in the consolidated classes will have to be resolved.

In summary, during the fiscal year the Management and Employee Services Division reviewed the duties of positions and recommended classification actions as follows:

New positions classified in 1972-73 budget.....	104
Salary Ordinance amendments submitted.....	64
New classes established.....	64
Class specifications amended.....	30
Classes consolidated.....	46

IV. RECRUITMENT AND EXAMINATIONS

A. UPDATING OF CIVIL SERVICE COMMISSION RULES AND/OR POLICY AS IT AFFECTS THE EXAMINATION PROGRAM.

1) During this fiscal year, the Civil Service Commission has allowed to a limited degree the processing of eligibles from Civil Service lists (hiring procedure) to be undertaken by various City departments. Long lists of eligibles for Bus Driver were processed by the Public Utilities Commission Personnel Office and eligible lists for Eligibility Worker and Social Service Worker occupations were processed by the Department of Social Services Personnel Office. This change in certification procedures (hiring) has reduced the number of waivers for employment because eligibles are offered employment at an earlier time and there is less likelihood of losing candidates to other employment outside the City service. This program will be greatly expanded during the fiscal year 1974, particularly when the Decentralized Personnel Unit of the Department of Public Health becomes operational.

2) The Civil Service Commission and the Department of Public Health in a cooperative joint effort were successful in funding a Decentralized Personnel Unit at the Department of Public Health. This is the first personnel unit staffed in a department outside the Civil Service which will be able to recruit, select and rank employees for eligible lists under the authority of the Civil Service Commission. The advantage of having a unit so established greatly expands the Civil Service Commission's ability to recruit in the neighborhood communities of San Francisco. Also, the number of examinations given for the Department of Public Health classifications will be accelerated since the staff will be utilized to provide job-site examinations. This unit will also be utilized to accelerate the hiring process by canvassing eligible lists for immediate appointment.

3) The elimination of specific next lower rank classifications for certain promotive examinations has been expanded from our 1973 policy change in this area. This policy allows more employees in "dead end" classifications to participate in the examination process. The prior policy generated protests from City employees who were not in designated next lower ranks for a particular promotive examination. This exclusion of otherwise qualified candidates has been eliminated in those examinations which do not require specific professional and/or technical skills. The current policy broadens the scope of promotive participation and also results in: 1)reducing the number of protests from employees for participation in promotive examinations, 2) establishment of eligible lists at an early date due to the benefits derived from #1 above, and 3) the earlier appointment of eligibles from those lists due to the benefits derived from #1 and #2 above.

B. REVISION OF EXAMINATION FORMAT.

Prior to the preparation of an examination, the personnel staff of the Civil Service Commission undertakes a formalized job analysis of the positions in the classification for which the examination is to be held. This augments our prior policy of relying heavily on the duties and tasks required of occupations as outlined by classification documentation and job audits.

Currently, professional staff members of the Examination Division are undergoing a six-week training course which is described elsewhere in this report under the heading "Test Compliance".

The Recruitment and Examination Division of the Personnel Department has also expanded its recruitment effort to obtain a broad spectrum of community representatives on its Oral Qualifications Appraisal Interview Boards. This has been generally well received and has certainly proved beneficial in allaying the fears of some minority examination participants.

C. ACCELERATION OF EXAMINATION PROGRAM.

Due primarily to the industrious clerical and professional staff of this department, the end product (certifications) of all of the various Examination Division activities surpasses the goals of any previous year. In large measure, the increase in eligibles can be attributed to the up-dating and modification of Civil Service Commission Rules and policies and the continued revision in up-dating examination techniques utilized in 1973. The personnel activities of Career Counseling, Immediate Testing Section, the on-going promotional program at the Community College for permanent employees, the cooperation of community groups along with the Human Rights Commission in assisting the Civil Service Commission in its affirmative action activities are some of the factors that are related to the increase of productivity in terms of the number of qualified eligibles on Civil Service lists.

Additionally, the continuance of the good faith "meet and confer" sessions with employee representatives, departmental and community representatives which are held prior to initiation of most examination announcements have also assisted this division in increasing its volume of activities. These "meet and confer" sessions usually result in the elimination or reduction of protests relating to examination announcements prior to their publication. Again, this type of activity eliminates formal protest hearings by the Civil Service Commission with resultant delays in the publication of eligible lists.

D. SPECIAL PROBLEMS IN CONNECTION WITH POLICE AND FIRE EXAMINATIONS.

In order to develop testing that would meet Civil Rights Act requirements to be applied in March 1972, the Civil Service Commission employed three test consultants, Mr. Leonard Beckum and Mr. Richard Shovelson, both of Stanford University and Frank Verducci of San Francisco State College to prepare a validated examination for the entrance ranks of policeman.

In March, federal court action was initiated in an attempt to provide direct promotion from Policeman to Captain, thus delaying the administration of the Captain's test and later the scoring and posting of the list. In addition, testing for all levels of the uniformed forces has been brought under court scrutiny. This case was to have been decided by June, but a decision is yet to be reached as of this report's date.

E. FIREMAN EXAMINATION.

The H-2 Fireman examination was announced in April 1971. A federal court case was initiated (WACO vs. Alioto) and the judge ruled that the Civil Service Commission had not presented sufficient evidence of the validity of the September 18, 1971 written test, thus prohibiting use of the test.

Following the court ruling, the Commission employed three University of California professors, William Graham, Ph.D., Milton Blood, Ph.D., and Sheldon Zeddick, Ph.D., to prepare a new written test, in the meantime continuing with the athletic test prepared by Frank Verducci of San Francisco State College and with the oral examinations. The new written test was administered to the 524 remaining candidates on June 9, 1973, and the results were submitted to the court for approval.

Following is a statistical study of the Recruitment and Examination Division activities for the fiscal year 1972-73 which reflects the significant accomplishments compared to the fiscal year 1971-72.

STATISTICAL SUMMARY OF EXAMINATIONS

NUMBER OF EXAMINATION ANNOUNCEMENTS PUBLISHED FOR YEAR ENDING - JUNE 30, 1973.

	PROMOTIVE	ENTRANCE	TOTALS
JULY	14	9	23
AUGUST	16	67	83
SEPTEMBER	10	10	20
OCTOBER	13	12	25
NOVEMBER	10	63	73
DECEMBER	1	2	3
JANUARY	6	19	25
FEBRUARY	17	19	36
MARCH	14	15	29
APRIL	8	18	26
MAY	13	17	30
JUNE	16	24	40
		GRAND TOTAL	413

NUMBER OF ELIGIBLES AND NUMBER OF ELIGIBLE LISTS POSTED FOR YEAR ENDING-JUNE 30,1973.

	PROMOTIVE LISTS	ENTRANCE LISTS	MONTHLY TOTALS	TOTAL ELIGIBLES
JULY	2	19	21	543
AUGUST	5	19	24	431
SEPTEMBER	14	14	28	551
OCTOBER	15	29	44	1,430
NOVEMBER	19	31	50	780
DECEMBER	10	32	42	361
JANUARY	13	30	43	1,543
FEBRUARY	15	23	38	941
MARCH	10	38	48	1,112
APRIL	11	23	34	836
MAY	12	35	47	1,129
JUNE	29	30	59	959
	GRAND TOTALS		478	10,616

NUMBER OF CERTIFICATIONS FOR YEAR ENDING - JUNE 30, 1973.

	PERMANENT	TEMPORARY	TOTAL
JULY	82	224	306
AUGUST	113	289	402
SEPTEMBER	80	113	193
OCTOBER	220	85	305
NOVEMBER	402	191	593
DECEMBER	470	181	651
JANUARY	384	202	586
FEBRUARY	344	112	456
MARCH	406	88	494
APRIL	425	72	497
MAY	428	170	598
JUNE	366	129	495
	GRAND TOTALS		5,576

F. TEST COMPLIANCE.

This year we began to augment our existing job analysis program with relation to examination construction in order to comply with legislation and court decisions arising out of Title VII of the Civil Rights Act of 1964.

We have contracted with the Selection Consulting Center (a division of the California State Personnel Board funded through an Intergovernmental Personnel grant), to conduct a series of training sessions for our staff. This training covers the entire field of test validation and job relatedness, including recent court decisions, techniques of job analyses, and test validation. In addition, a half-day executive seminar scheduled for September 28, 1973 will give a summary overview of the same material to Commissioners and to interested management personnel.

Following these sessions the staff plans to establish procedures to further ensure that all selection devices are systematically reviewed for compliance with Equal Employment Opportunity laws and guidelines. In addition, it is anticipated that priorities will be established to validate tests in use with those tests administered to the greatest number of candidates (e.g. clerical, accounting clerical, institutional occupations) receiving the highest priority.

G. IMMEDIATE TESTING.

The Immediate Testing Program was instituted on August 22, 1972 in order to accelerate the examination process and to eliminate the limited tenure system. After one year in operation it has tested over 225 classifications and produced over 6,300 eligibles. The combination of Immediate Testing and Regular Testing Program has produced this substantial increase in eligibles. As a result, very few limited tenure appointments have been made since July 1, 1973. After December 31, 1973, it is anticipated that most temporary limited tenure appointments will cease.

The staff's work in modernizing examination techniques was essential in providing qualified eligibles in a short time. The job analysis which precedes the examination results in better job related realistic minimum requirements and more relevant types of examinations.

The Immediate Testing Program has had a favorable effect on both the departments and the individual applicant. It has provided to the department qualified personnel who have a sense of security because he knows his job future. It has provided the applicant with the prompt knowledge of whether he has passed an examination since written and performance tests are scored in his presence.

V. EMPLOYMENT OPPORTUNITY AND CAREER DEVELOPMENT SECTION.

The Employment Counseling Center was created in August 1972 to provide a central employment assistance resource to both prospective and permanent City employees. The center's current programs include employment counseling, career

training, promotional programs, affirmative action oriented recruiting activities, and development and administration of training grant funded programs.

The counseling aspect is the focal point of the center's operations. The counseling program deals with each person individually, directing him to employment areas where he may qualify, and assisting him in entering the examination process. The creation of the center is in part an implementation of the Civil Service Affirmative Action Policy which provides for counseling assistance especially to the minority communities.

The response to the counseling service has been continuous and overwhelming since the center's opening. The figures below evidence this response, and confirm the continuing need for this category of public service.

TABLE A:

Persons assisted - August 22, 1972 through June 30, 1973 -

Male.....	4814 (55%)
Female.....	3933 (45%)
*Total	8747

Caucasian	4636 (53%)
Black	2712 (31%)
Asian	612 (7%)
Latin American	435 (5%)
Other	352 (4%*
Total	8747

*Approximately 30% of this total represents persons who have received counseling on more than one occasion.

TABLE B:

* Category of Assistance -

General Employment Information.....	6318
Examined in Regular Program.....	1611
Employed in Limited Tenure or Emergency Status.....	253
Career Training Counseling.....	714
Disability Transfers.....	9
Employment Inquiry Correspondence Approximately.....	2000

* Many persons receive more than one category of assistance.

As a result of the counseling services numerous recommendations have been received from a diversity of community agencies and individuals who were able

to obtain municipal employment through the center. This service was cited in the 1972 Grand Jury report as one of the most important innovations added to the regular programs of the Civil Service Commission.

The Counseling Center currently administers and co-sponsors a variety of in-service career training programs. Within this function there are several program areas including: in-service promotional programs, related career training, training reimbursement programs, and the Management Training Program.

The in-service promotional program was initiated in May 1972, and is co-sponsored by the Community College District. The program offers career opportunities to employees who may lack the traditional prerequisites necessary to participate in promotional series. At present eleven different curriculum programs are available free to all permanent City employees. This concept is exceptional as it allows promotion through structured job related training rather than traditional written examinations. Through this procedure employees are job ready at appointment. As of June 1973, there were approximately 400 employees enrolled in some phase of the in-service promotional program. The first lists of eligibles graduated through this training program will be adopted later this year. The program serves as an excellent model of cooperation between public employer and public education for the purpose of improving training techniques, retention and promotion of career employees, and expansion of upward employment opportunity. By directing greater agency resource to the improved utilization of existing manpower, it is representative of contemporary activity in public personnel administration.

Related in-service training programs have been offered to 500 City employees in almost every job related category. This includes the co-sponsoring of programs in supervisory training, office skills, municipal fiscal programs, civil service brush-up, etc. This year, the Civil Service Commission has co-sponsored a special seminar titled "Techniques of Test Taking". This program is designed to assist any individual who is seeking public employment, but who may be unfamiliar with oral and written examination processes. The objective of this type of seminar is to familiarize the community with public examination programs, and to fulfill a public service aspect of the Commission's work.

Perhaps the most important training program developed by the center in this fiscal year was the Management Training Program. This project attempts to serve multiple needs through one basic device including, uniform graduate level pre-appointment training for management positions, management selection through the use of oral examinations, and greatly expanded promotional opportunity for minorities and women. The project is administered by the Civil Service Commission with a $29,000 grant from the San Francisco Foundation. The grant allows 20 permanent City employees, without requiring a bachelors degree, to complete a graduate syllabus of 24 units in a program specially designed for municipal management positions. At the conclusion of the one year classroom program the 20 candidates will be allowed to compete promotionally in journeyman level management examinations. If this pilot is successful, it is hoped that this program can be offered bi-annually to provide a continuing resource of job ready management personnel.

Since January 1973, the center has been actively involved in recruitment activity, general visibility recruitment, specialized category recruitment, and affirmative action outreach recruitment. General recruitment has included orientation meetings at every high school, college, and university in this county. It has also involved meetings with several community agencies including Hunters Point-Bayview Foundation, Visitation Valley Community Organization, etc.

The specialized recruitment program includes such efforts as police recruiting. In this case, and with the assistance of the Human Rights Commission staff, recruiters have interviewed and developed liaison with more than thirty local agencies. It is the goal of this Commission to recruit at least one thousand minority applicants for police positions.

Other selective recruitment has included the clerical categories of stenographer and transcriber where continuing shortages of qualified personnel exist. Recruiters have visited local business schools and public schools graduating individuals with these skills. In the coming fiscal year new recruiting devices will be used in these fields which will allow for recruitment directly from current school enrollment by testing in a classroom setting and offering employment upon graduation.

Outreach minority recruitment involves continuous liaison between the Civil Service Commission and the Human Rights Commission staff, the staff of minority agencies, etc. The intent is improved employment information to minority communities, in conjunction with counseling and training services. The effectiveness of this phase is reflected in the Human Rights Commission employment data which indicates a dramatic increase in the numbers of minorities recruited and employed through cooperative efforts in this fiscal year.

The center's final operational element involves developing new training related grant funded programs. Besides developing the Management Training Program, the center is now conducting a funded feasibility study for the California State Personnel Board, Career Opportunity Development unit. The purpose of the study is to identify City departments that may be willing to analyze and restructure entry and sub-entry classifications with the intent of employing and training the disadvantaged. This is part of a state-wide effort to train and employ current welfare recipients under the aegis of the California Welfare Reform Act of 1971.

Other program development includes liaison with Intergovernmental Personnel Programs administered by the United States Civil Service Commission, and with other agencies making funds available to local jurisdictions in a variety of categories. The center's function in this area is to identify funding priorities and develop grants within those priorities. This may result in additional training and promotional opportunities through programs where outside funding is available.

The Employment Counseling Center represents an extremely successful project for the Civil Service Commission. Not only has the public response to employment assistance been substantial, but also the flexible program goals have allowed for

the development of several projects geared to improving the public service aspect of the Commission, improving community access to this agency, and to the expansion of employment opportunity at every level of City government.

VI. YOUTH TRAINING PROGRAM.

The Youth Training Program of the Civil Service Commission is federally funded and sub-contracted from the Concentrated Employment Program of San Francisco's Economic Opportunity Council. This program trains the disadvantaged to qualify for jobs with the City and County of San Francisco. Upon successful completion of training the employee is eligible to take a promotional examination for permanency in the classification for which he has been trained.

Since the program's inception, one hundred and forty-three trainees have been successful in obtaining regular budgeted Civil Service positions. (Nineteen are still in training.) Programs are developed in areas where there is a continuous shortage of qualified applicants and/or minorities. Current efforts are being made to implement programs to train Clerk-Stenographers and Fare Collections Receivers.

VII. PERSONNEL COUNCIL.

The Personnel Council, established in January of last year, has continued to serve an important function in providing valuable input to the Civil Service Commission.

The Council is comprised of the personnel officers and personnel representatives of all City departments and meets twice a month. The meeting provides a forum for the discussion of mutual problems, the development of personnel policy and the dissemination of information.

The expertise and ability of the departmental people provides a valuable resource to the staff of the Civil Service Commission. The central agency must depend on the departments to implement the city-wide policy and the departments are the first to become aware of problem areas.

In addition to the regular exchange of information, the Personnel Council made several special investigations during the year. A committee report was submitted on the Charter requirement of the "Rule of One". A survey indicated that the "Rule of One" was definitely not the common practice in other jurisdictions, in fact, San Francisco was unique in still retaining the "Rule of One". The Personnel Council recommended that a modified "Rule of Three" be adopted.

Another committee investigated the problems surrounding benefits accruing to exempt employees. The committee secured a City Attorney's opinion to clarify the situation.

The continuing efforts of the Civil Service Commission to eliminate the limited tenure system were discussed regularly with the Council, and the departments were kept advised of the latest developments and contributed regularly to new policy.

VIII. CIVIL SERVICE CHARTER REVISION.

At its meeting of June 8, 1973, the Civil Service Commission proposed amendments to seven Civil Service sections of the Charter. These proposed amendments have been submitted to the electorate for the November election.

A special Charter Review Committee selected by the Civil Service Commission has been meeting since January to study the Civil Service provisions of the Charter and to make recommendations for amendment. The committee included representatives of the San Francisco Labor Council, employee organizations, the League of Women Voters, department management and the staff of the Civil Service Commission.

The committee was directed to study and to report on the following three general areas:

Examination and certification procedures
In-Service activities
Pay and Compensation

The Charter sections dealing with pay and compensation have been deferred.

The seven Charter sections proposed for amendment were:

8.100 - Qualifications
8.320 - Qualifications of Applicants
8.322 - Protest of Written Questions and Answers
8.323 - Protest of Tentative List of Eligibles
8.330 - Duration of Eligible Lists
8.332 - Temporary and Emergency Appointments
8.340 - Dismissal During Probation Period

The amendments to Section 8.322 - "Protest of Written Questions and Answers" and Section 8.323 - "Protest of Tentative List of Eligibles", will eliminate protest of standardized test items used in Civil Service examinations. The backlog in our examination program has been severely criticized by Grand Juries, the League of Women Voters and other groups. These studies conclude that we are unable to fill vacancies as they occur because test items are available for protest and new test items must be prepared for subsequent examinations.

The passage of this legislation will permit us to construct the type of examinations which will be acceptable in court. We will be able to buy standardized tests for the first time which have been proven to be job related and in accord with guidelines established in Title VII of the Civil Rights Act. To continue with our present system of permitting wide-spread protests of test items will result in additional violations of federal law insofar as testing is concerned.

The second most important section proposed in the charter amendments is an amendment to Section 8.332 - "Temporary and Emergency Appointments", which will extend the current 90-day non-civil service appointment to 130 days with

the approval of the Civil Service Commission. It is necessary that the emergency appointment provisions be extended to cover those sections where examination progress is temporarily delayed by court litigation. This type of interim appointment procedure must be available as a stop gap measure because limited tenure appointments are being ended in December of this year.

IX. STATISTICAL SUMMARY OF AVAILABLE RESOURCES.

The following is a comparison of expenditures for all appropriations for year ending June 30, 1973:

	Appropriation	Expenditures
Permanent Salaries	$ 928,123.00	$ 856,091.46
Temporary Salaries	100,31[illegible].00	100,304.43
Overtime	1,800.00	1,746.66
Contractual Services	47,631.65	47,574.83
Supplies and Materials	15,485.00	15,438.48
Equipment	12,017.00	11,956.87
Library & Reference Books	200.00	195.74
Membership Dues	660.35	660.35
Actuarial Evaluation	8,000.00	6,500.00
Salary Survey	15,750.00	15,618.15
Police and Firemen	42,468.80	14,592.44
Implementation Training Ordinance	10,000.00	-o-
Totals	$1,182,447.19	$1,070,679.41

Supplemental Appropriation Requests approved and included in above indicated amounts:

Permanent Salaries	$70,159.00
Contractual Services	5,570.00
Equipment	9,009.00
Implementation of Training Ordinance	10,000.00
Total (not including fringe benefits)	$94,738.00